

# **Marlboro USA**

# **Retail Masters Overview**

Part 2 Slide # 8

Job #CG2841

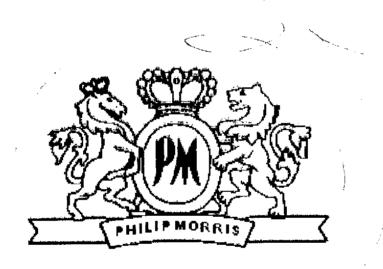
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N. Lund

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## **Retail Masters Overview**



DISK: DS 10/31 Retail Masters Overview

Order No. 016-1130-00

Tektronix

- Proliferation of Displays, Contributing to Cluttered Environment
- Marlboro Position Not Primary
- POS Disadvantage for PM Brands
- Discount Brands Disproportionate Share of Visibility

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- Proliferation of Displays, Contributing to Cluttered Environment
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- Proliferation of Displays, Contributing to Cluttered Environment
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Proliferation of Displays, Contributing to Cluttered Environment

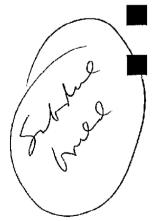
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- Marlboro Position Not Primary
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### Pre-Retail Masters Learning

- Proliferation of displays, contributing to cluttered environment
- Marlboro position not primary
- POS disadvantage for PM brands
- Discount brands disproportionate share of visibility

DISK: DS 10/31 Retail Masters Overview



# **Pre-Retail Masters Payment Structure**

- Type and Number of PM Pack Displays
- Carton Fixture Rows Carrying PM Product
- No PM Volume Performance Requirement

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#### **Pre-Retail Masters Payment Structure**

- Type and number of PM pack displays
- Carton fixture rows carrying PM product
- No PM volume performance requirement

DISK: DS 10/31 Retail Masters Overview

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**Tektronix** 

#### **Objective**

Grow PM volume and profitability by implementing category management principles.

#### **Strategies**

- Most popular brands in best position
- Big brand visibility, especially Marlboro
- Maintain adequate inventory of strong-selling brands
- Focus on pack merchandising given growing trends
- Manage discount growth

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### **Objective**

Grow PM volume and profitability by implementing category management principles.

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**Objective** 

Grow PM volume and profitability by implementing category management principles .

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### **Objective**

Grow PM volume and profitability by implementing category management principles:

### **Strategies**

Most popular brands in best position

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### **Objective**

Grow PM volume and profitability by implementing category management principles:

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### **Objective**

Grow PM volume and profitability by implementing category management principles:

#### **Strategies**

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Part 2 Slide # Subdue Build

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#### MARLBORO

#### Retail Masters

### **Objective**

Grow PM volume and profitability by implementing category management principles:

- 2 Strategies Hay on
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- Manage discount growth



#### **Tactics**

Link payments to PM USA volume

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#### **Tactics**

- Link payments to PM USA volume
- Capture prime real estate in critical selling zones (product and POS)

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#### **Tactics**

- Link payments to PM USA volume
- Capture prime real estate in critical selling zones (product and POS)
- Clean counter concept

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#### **Tactics**

- Link payments to PM USA volume
- Capture prime real estate in critical selling zones (product and POS)
- Clean counter concept
- Price promotions via flex

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#### **MARLBORO**

#### **Retail Masters**

#### **Tactics**

- Link payments to PM USA volume
- Capture prime real estate in critical selling zones (product and POS)
- Clean counter concept
- Price promotions via flex



## **Retail Masters Performance**

	Total Account Universe	Store Penetration Retail Masters	No. of Stores with Retail Masters  Contract	Category Volume Penetration
Pack	169,500	59%	100,000	66%
Carton	38,850	49%	19,037	59%
Total	208,350	58%	119,037	65%

Source: SPACE 10/94

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### **Retail Masters Performance**

	Total Account <u>Universe</u>	Store Penetration Retail Masters	No. of Stores with Retail Masters Contract	Category Volume <u>Penetration</u>
Pack	169,500	59%	100,000	66%
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Total	208,350	58%	119,037	65%

Source: SPACE 10/94

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# **Special Retail Masters Programs**

- Flex Funds
- Van Program
- Best of the West
- Retailer Rewards

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- Flex Funds
- Van Program
- Best of the West

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- Flex Funds
- Van Program

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■ Flex Funds

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- Flex Funds
- Van Program
  - Best of the West

Retailer Rewards





Part 2 Slide #

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- Flex Funds
- Van Program
- Best of the West
- Retailer Rewards

Part 2 Slide #

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### SEVERAL PROGRAMS ARE ONLY AVAILABLE TO RETAIL MASTERS

Spend Retal Masters Organs

- FLEX FUNDS
- VAN PROGRAM
- 75% OF RETAIL PROMOTIONS
- BEST OF THE WEST
- RETAILER REWARDS

\$40.0MM

\$30.4MM

\$40.2MM

\$11.0MM

\$ 5.0MM

\$126.6MM

# Retailer Rewards Program

Marlboro Country Store

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## RETAILER REWARDS PROGRAM

MARLBORO COUNTRY STORE

OCTOBER 27, 1994

## **Retailer Reward Program Objectives**

- Encourage Retail Masters to Partner with PM
- **Encourage Placement of MCS POS**
- Sustain Promotional Presence at Retail
- Maintain MCS Catalogs at Retail

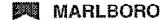
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### RETAILER REWARD PROGRAM OBJECTIVES

- ENCOURAGE RETAIL MASTERS TO PARTNER WITH PM
- ENCOURAGE PLACEMENT OF MCS POS
- SUSTAIN PROMOTIONAL PRESENCE AT RETAIL
- MAINTAIN MCS CATALOGS AT RETAIL

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■ Sign Up

Part 2 Slide # Subdue build

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- Sign Up
- Consumer Catalog Orders

Part 2 Slide # Subdue build

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- Sign Up
- Consumer Catalog Orders
- POS Placement

Part 2 Slide # Subdue build

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RETAILER REWARDS

**WARLBORO** 

POS PLACEMENT

SHEUR CONSUMER CATALOG ORDERS



**®** • віси пь



Bird of

- Sign Up
- Consumer Catalog Orders
- POS Placement

Part 2 Slide # 17

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Part 2 Slide # Subdue build

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- Sign Up
- Consumer Catalog Orders

Part 2 Slide # Subdue build

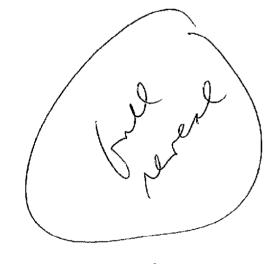
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- Sign Up
- Consumer Catalog Orders
- POS Placement



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## **Retailer Rewards Results**

**Overall Awareness** 80%

92% Independents

71% Chains

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### AWABENESS-AMONG RETAIL MASTERS IS EXTREMELY STRONG

Retula Newards Nesults

OVERALL AWARENESS	80%
INDEPENDENTS	92%
CHAINS	71%

### **Retailer Rewards Results**

80% **Awareness** 

61% **Total Participation** 

Source: MSA 10/5 Status Report Primary Research 10/94

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RETAILER REWARDS

STRONG AWARENESS IS TRANSLATING TO STRONG PARTICIPATION

Retaile Newrals Results

%

AWARENESS

80%

TOTAL PARTICIPATION

61%

SOURCE: MSA 10/5 STATUS REPORT PRIMARY RESEARCH 10/94

## **Retailer Rewards Results**

	# of Stores	<u>Participation</u>
Retailer Rewards	71,279	61%
Aisles for Miles I	19,380	19%
Aisles for Miles II	14,280	14%

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**Retailer Rewards Results** # of Stores Participation Retailer Rewards 61% 71,279 19,380 Aisles for Miles I 19% 14,280 Aisles for Miles II 14%

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### **Retailer Rewards Results**

	<u>Participation</u>	# of Stores
Retailer Rewards	61%	71,279
Aisles for Miles I	19%	19,380
Aisles for Miles II	14%	14,280

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RETAILER REWARDS

RETAILER REWARDS PARTICIPATION EXCEEDS OTHER PROGRAMS

Retala Newverto Results

<u>%</u>

**STORES** 

RETAILER REWARDS 61% 71,279

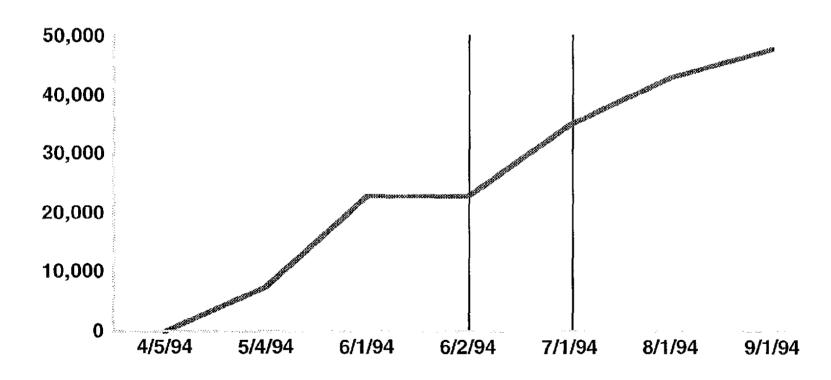
**AISLES FOR MILES I** 19% 19,380

**AISLES FOR MILES II** 14% 14,280

1994 UNIVERSE = 117M RETAIL MASTER STORES 1993 UNIVERSE = 102M RETAIL MASTER STORES

### **Retailer Rewards Results**

Store Signups



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# **Objective**

**Encourage Placement of MCS POS** 

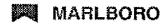
Part 2 Slide #

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### • OBJECTIVE

- ENCOURAGE PLACEMENT OF MCS POS

## **Retailer Rewards Results**

Placed P.O.S.

	Total	% of RR RMs
# of Stores	44,048	62%
Chain – HQ	7,478	34%
Chain – Ind	10,518	70%
Independents	26,052	75%

Part 2 Slide #

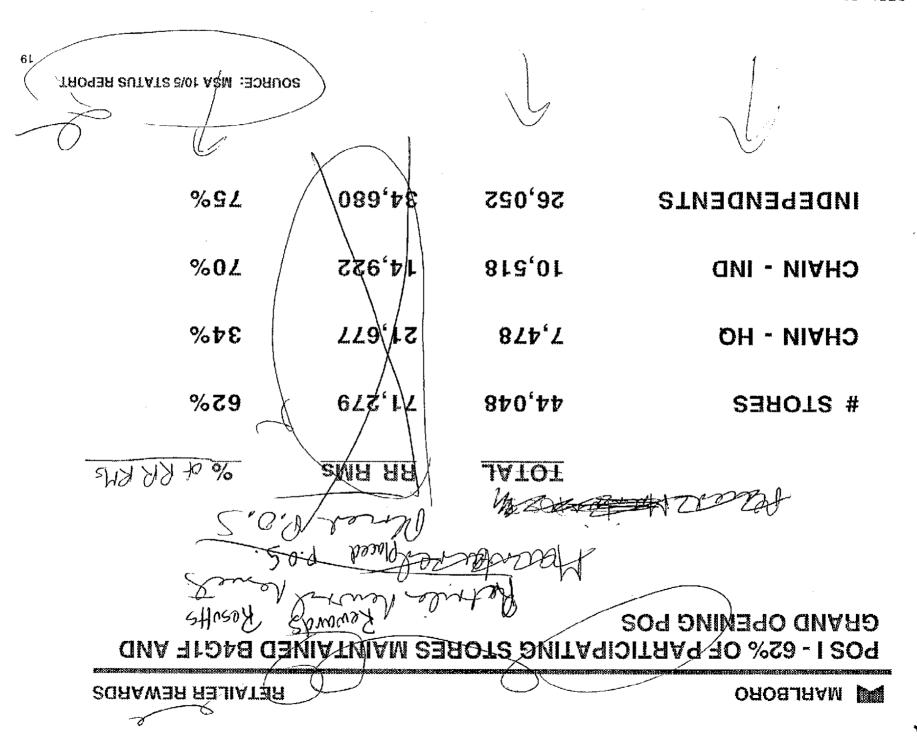
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# **Objective**

Sustain Promotional Presence at Retail

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### \* OBJECTIVE

- SUSTAIN PROMOTIONAL PRESENCE AT RETAIL

### **Retailer Rewards Results**

**Sustained Product Promotion** 

	RR RMs	Non RR RMs
B4G1F	84%	62%

Part 2 Slide #

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#### PARTICIPATING RMs WERE MORE LIKELY TO HAVE B4G1F

Metala Newards Namets

FRODUCT PRINTING

SUSTAINED PRINTING

Sustained Permetion

RR RMs

NON RR RMs

84% **B4G1F** 

62%

**SOURCE: PRIMARY RESEARCH 10/94** 

# Objective

Maintain MCS Catalogues at Retail

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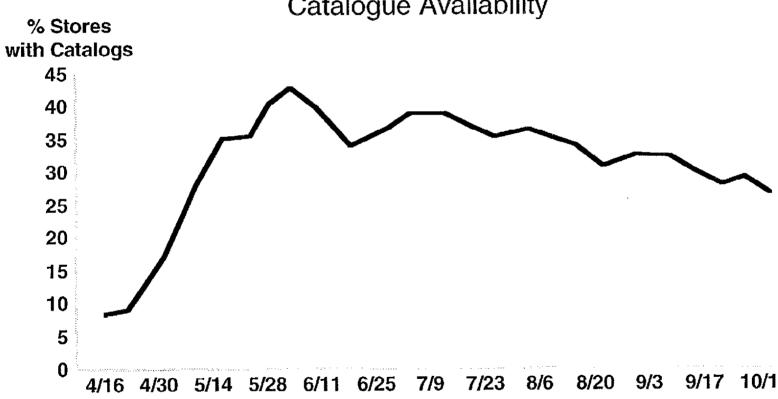
#### • OBJECTIVE

- MAINTAIN MCS CATALOGS AT RETAIL

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#### **Retailer Rewards Results**

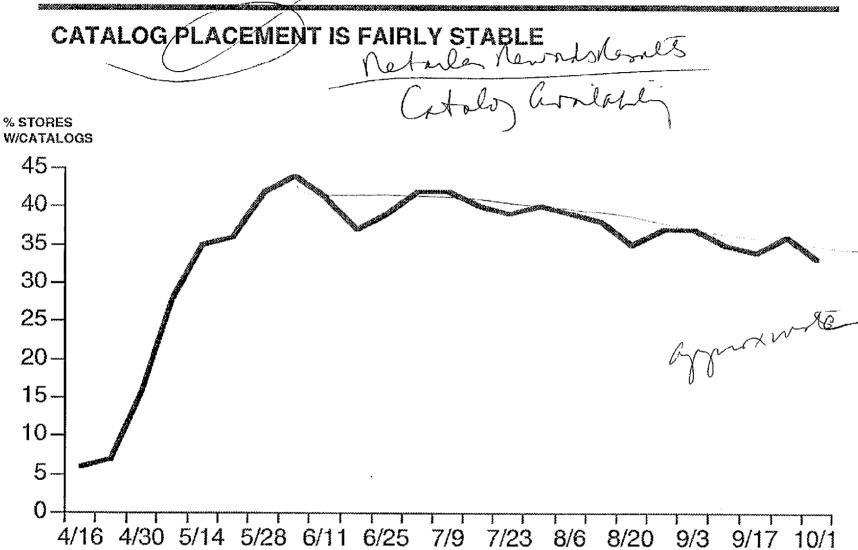
Catalogue Availability



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SOURCE: NIELSEN CONVENIENCE WEEKLY

9/17 10/1

25

### **Retailer Rewards Results**

Catalog Availability

	RR RMs	Non RR RMs
Stocked MCS Catalogues	84%	62%
Aware of Retailer 800 #	86%	63%
Reordered Catalogs via 800 #	41%	18%

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RETAILER REWARDS Level

#### PARTICIPATING STORES ARE MORE LIKELY TO HAVE MCS CATALOGS

	<u>RR RMs</u>	NON RR RMs
STOCKED MCS CATALOGS	84%	62%
AWARE OF RETAILER 800 #	86%	63%
REORDERED CATALOGS VIA 800 #	41%	18%



### **Retailer Rewards Results**

**Consumer Orders** 

	RR RMs	# of Stores	Orders/Store
RR RMs	452M	71,279	6.3
Non RR RMs	165M	45,407	3.5

Source: MSA 10/5 Status Report

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RETAILER REWARDS Conde

#### PARTICIPATING STORES HAVE ALMOST TWICE THE ORDERS

Consumer Store Order

	<u>ORDERS</u>	# STORES	ORDERS/ STORE	STORE
RR RMs	452M	71,279	6.3	230
NON RR RMs	165M	45,407	3.6	218

SOURCE: MSA 10/5 STATUS REPORT

## **Promotion Development Guiding Principles**

- **Brand Character**
- **Propietary**
- Visibility
- Leadership Execution
- "News"

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### **Copy Variations**

- Come to Where the Flavor is
- Come to Marlboro Country
- Marlboro Country
- Marlboro
- Marlboro Lights
- The Spirit of Marlboro in a Low Tar Cigarette
- Marlboro Country. Where the . . .

Part 2 Slide # 31

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### **MAT**

Marlboro Adventure Team

- Continuity of Purchase
- Image Expansion

Part 2 Slide # 32

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2041674846 Marlboro ADVENTURE TEAM

- Smoking Satisfaction
- Action/Drama
- Vistas
- Bonding
- Attitudes

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- Smoking Satisfaction
- Action/Drama
- Vistas
- Bonding

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- Smoking Satisfaction
- Action/Drama
- Vistas

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- **Smoking Satisfaction**
- Action/Drama

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Smoking Satisfaction

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## **Layout Variety**

- Packing Support
- Copy
- Element Mix
- Visual Difference

Part 2 Slide # 34

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## **Layout Variety**

- Packing Support
- Copy
- Element Mix
- Visual Difference

Part 2 Slide # 34

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## **Layout Variety**

- Packing Support
- Copy
- Element Mix
- Visual Difference¹

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ADVENTURE TEAM)
Marlboro

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Source: https://www.industrydocuments.ucsf.edu/docs/ykpx0003

# **Color/Tonal Variety**

- Red
- Golden
- Balanced Color
- Real Colors
- Active, Bold
- Quiet, Serene

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## **Color/Tonal Variety**

- Red
- Golden
- **Balanced Color**
- **Real Colors**
- Active, Bold

Part 2 Slide # 35

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## **Color/Tonal Variety**

- Red
- Golden
- Balanced Color
- Real Colors
- Active, Bold
- Quient, Serene

Part 2 Slide #35

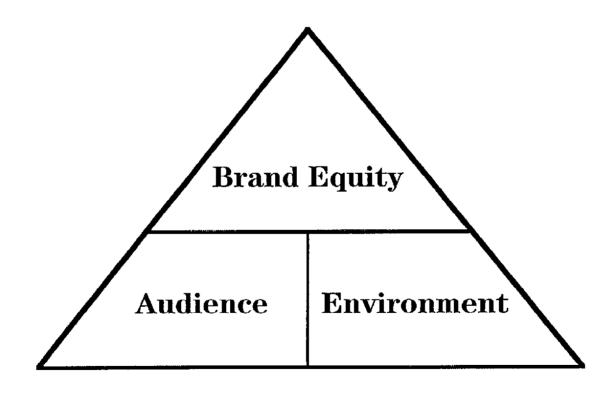
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### **Creative Excellence**

A Balancing Art



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## **Marlboro Country Store**

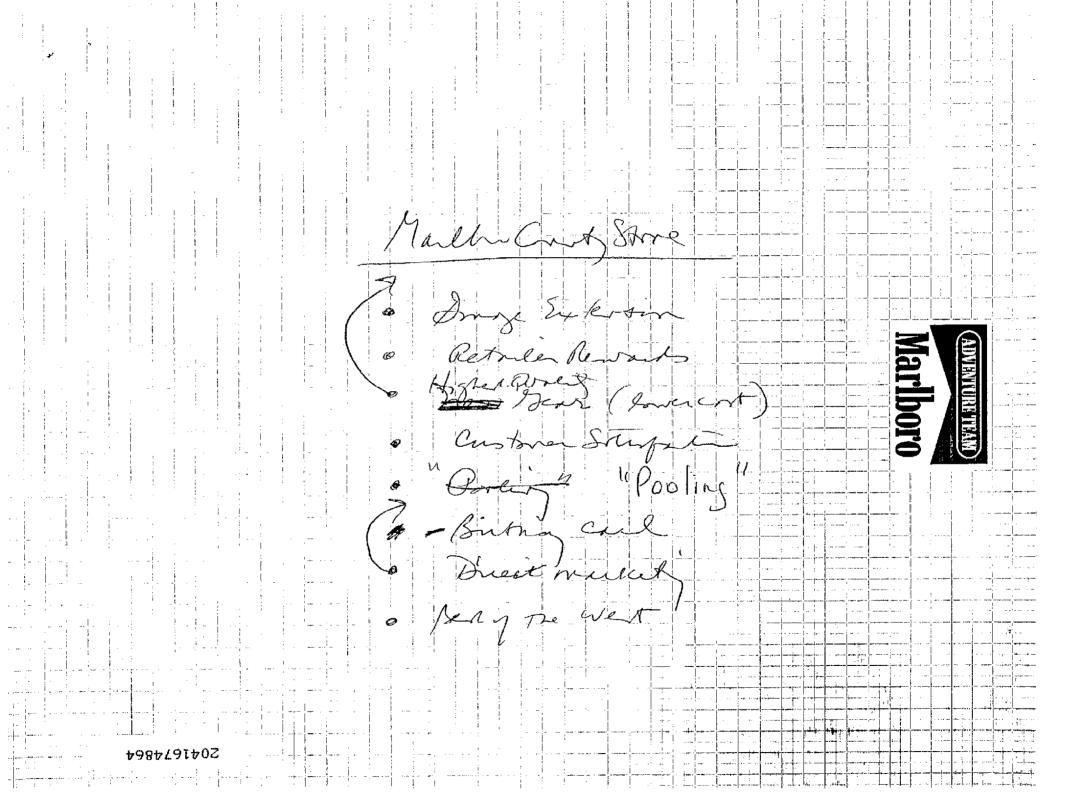
- Higher Quality Gear (lower cost)
- Customer Satisfaction
- "Pooling"
- Direct Marketing
- Birthday Card
- Best of the West

Part 2 Slide # 37

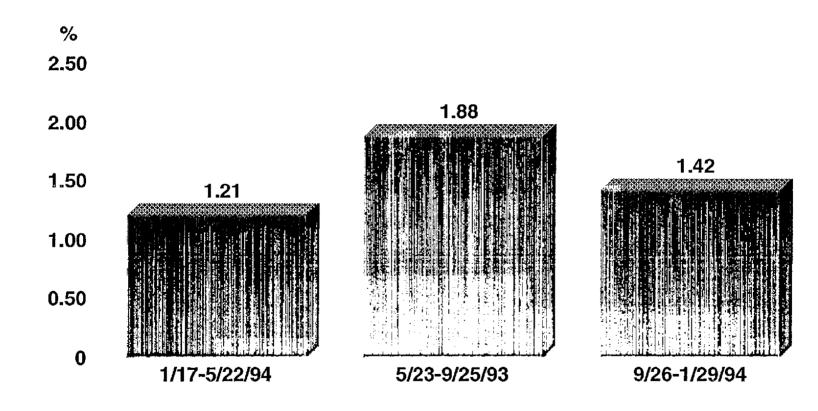
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### **MAT Impact on Marlboro Share**



Source: Nielsen Household Panel

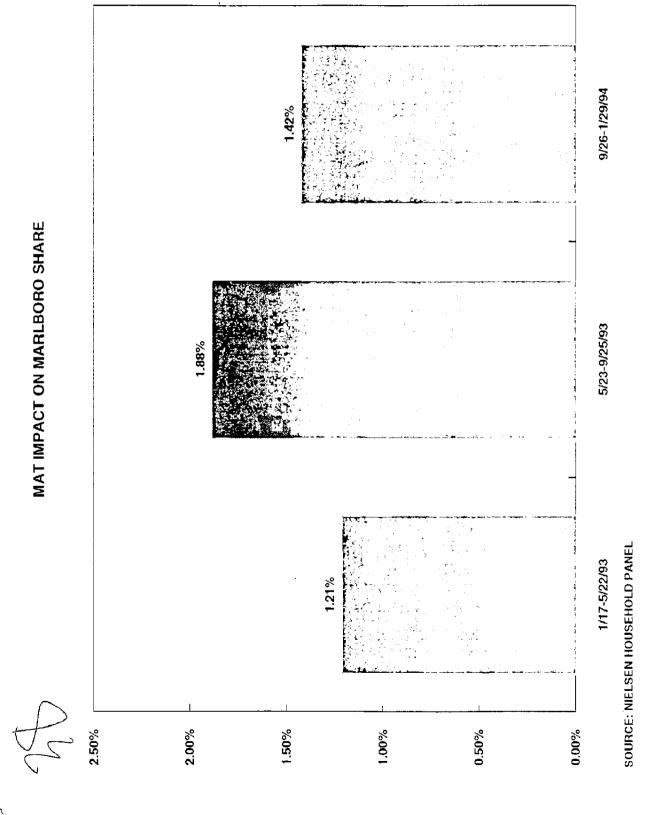
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# **Continuity Programs**

- Build Loyalty
- Provide Image Extension
- Create "News"
- Deliver Share of Market

Part 2 Slide #39

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Execting for Excellence
Pres #2

Continuity

Continut Propous

- · Build loyath
- · Omde image extention
- « Creste news"
- · Deliner Shared market

	MAT	MCS_
Awareness	48.6%	34.1%
Participation Marlboro Smokers YAS	17.2% 49.8% 27.5%	17.4% 48.1% 32.6%
Popular Items	<ul><li>■ Dirt Jak</li><li>■ Road Radio</li><li>■ Kayak</li><li>■ Gear Bag</li></ul>	<ul><li>■ Jean Jacket</li><li>■ Bandana</li><li>■ Pool Table</li><li>■ B-B Que Tools</li></ul>
Image Effect	<ul><li>■ New</li><li>■ Exciting</li><li>■ Adventurous</li><li>■ Marlboro</li></ul>	<ul><li>■ Marlboro</li><li>■ West</li><li>■ Authentic</li><li>■ Passive</li></ul>
Overall Impression	Highest Quality Gear	High Quality Gear

Part 2 Slide # 40 Job #CG2841 Subdue Build w/ all bright

JG94NOV21

N. Lund

	MAT	MCS_
Awareness	48.6%	34.1%
Participation Marlboro Smokers YAS	17.2% 49.8% 27.5%	17.4% 48.1% 32.6%
Popular Items	<ul><li>■ Dirt Jak</li><li>■ Road Radio</li><li>■ Kayak</li><li>■ Gear Bag</li></ul>	<ul><li>■ Jean Jacket</li><li>■ Bandana</li><li>■ Pool Table</li><li>■ B-B Que Tools</li></ul>
Image Effect	<ul><li>New</li><li>Exciting</li><li>Adventurous</li><li>Marlboro</li></ul>	<ul><li>■ Marlboro</li><li>■ West</li><li>■ Authentic</li><li>■ Passive</li></ul>

Part 2 Slide # 40 Job #CG2841 Subdue Build w/ all bright

JG94NOV21

N. Lund

	<u>MAT</u>	MCS
Awareness	48.6%	34.1%
Participation Marlboro Smokers YAS	17.2% 49.8% 27.5%	17.4% 48.1% 32.6%
Popular Items	<ul><li>■ Dirt Jak</li><li>■ Road Radio</li><li>■ Kayak</li><li>■ Gear Bag</li></ul>	<ul><li>■ Jean Jacket</li><li>■ Bandana</li><li>■ Pool Table</li><li>■ B-B Que Tools</li></ul>

Part 2 Slide # 40 Job #CG2841 Subdue Build w/ all bright

JG94NOV21

N. Lund

	MAT	MCS
Awareness	48.6%	34.1%
Participation	17.2%	17.4%
Marlboro Smokers	49.8%	48.1%
YAS	27.5%	32.6%

Part 2 Slide # 40 Job #CG2841 Subdue Build w/ all bright

JG94NOV21

N. Lund

MAT 48.6% **Awareness** 

MCS

34.1%

Part 2 Slide # 40 Job #CG2841 Subdue Build w/ all bright

JG94NOV21

N. Lund

Executry to Excelle Pasz Conjauson MAT 34.1% 48,670 awaveness Souls 17.4% putrupation 17.2% 48.1% 49.8% Marelon Smollers 27.5% 32,6% , pan jacket . Diet Jak Popular Hems Bundana bandaha · posttable .B-Bone Tools , Sear bas mage effect i Marlbong west, · hew exactory, adjentions Harlbro overall impression tuplest grality gen high gralit fear

# From MAT to MCS to Marlboro Gear

	MAT	MCS	Marlboro
Popular Items	<ul><li>■ Dirt Jak</li><li>■ Road Radio</li><li>■ Kayak</li><li>■ Gear Bag</li></ul>	<ul><li>■ Jean Jacket</li><li>■ Bandana</li><li>■ Pool Table</li><li>■ B-B Que Tools</li></ul>	<ul><li>■ CD Player</li><li>■ Down Jacket</li><li>■ Camera</li><li>■ T-Shirts</li></ul>
Image Effect	<ul><li>New</li><li>Exciting</li><li>Adventurous</li><li>Marlboro</li></ul>	<ul><li>■ Marlboro</li><li>■ West</li><li>■ Authentic</li><li>■ Passive</li></ul>	<ul><li>■ Masculine</li><li>■ Bold</li><li>■ Contemporary</li><li>■ Marlboro</li></ul>
Overall Impression	Highest Quality Gear	High Quality Gear	Highest Quality Gear

Part 2 Slide # 41 Job #CG2841 Subdue Build w/ all bright

JG94NOV21

N. Lund

# From MAT to MCS to Marlboro Gear

	MAT	MCS	Marlboro
Popular Items	<ul><li>■ Dirt Jak</li><li>■ Road Radio</li><li>■ Kayak</li><li>■ Gear Bag</li></ul>	<ul><li>■ Jean Jacket</li><li>■ Bandana</li><li>■ Pool Table</li><li>■ B-B Que Tools</li></ul>	<ul><li>■ CD Player</li><li>■ Down Jacket</li><li>■ Camera</li><li>■ T-Shirts</li></ul>
Image Effect	<ul><li>■ New</li><li>■ Exciting</li><li>■ Adventurous</li><li>■ Marlboro</li></ul>	<ul><li>■ Marlboro</li><li>■ West</li><li>■ Authentic</li><li>■ Passive</li></ul>	<ul><li>■ Masculine</li><li>■ Bold</li><li>■ Contemporary</li><li>■ Marlboro</li></ul>
Overall Impression	Highest Quality Gear	High Quality Gear	

Part 2 Slide # 41 Job Subdue Build w/ all bright

Job #CG2841

JG94NOV21

N. Lund

# From MAT to MCS to Mariboro Gear

	MAT	MCS	Marlboro
Popular Items	<ul><li>■ Dirt Jak</li><li>■ Road Radio</li><li>■ Kayak</li><li>■ Gear Bag</li></ul>	<ul><li>■ Jean Jacket</li><li>■ Bandana</li><li>■ Pool Table</li><li>■ B-B Que Tools</li></ul>	<ul><li>■ CD Player</li><li>■ Down Jacket</li><li>■ Camera</li><li>■ T-Shirts</li></ul>
Image Effect	<ul><li>■ New</li><li>■ Exciting</li><li>■ Adventurous</li><li>■ Marlboro</li></ul>	<ul><li>■ Marlboro</li><li>■ West</li><li>■ Authentic</li><li>■ Passive</li></ul>	
Overall Impression	Highest Quality Gear	High Quality Gear	

Part 2 Slide # 41 Job #CG2841 Subdue Build w/ all bright

JG94NOV21

N. Lund

The Exellen

**Promotional Planning** 

- Capabilities Match Creativity
- Massive Popularity of Programs
- **Build Sufficient Infrastructure**

Part 2 Slide # 42 Copied from slide

Job #CG2841

RMM94Nov22

N. Lund

Performance Highlights

■ 80% of Marlboro Smokers Aware

Part 2 Slide # 43 Build / Copied from slide Job #CG2841

RMM94Nov22

N. Lund

Performance Highlights

- 80% of Marlboro Smokers Aware
- 54% of Total Smokers

Part 2 Slide # 43 Build / Copied from slide Job #CG2841

RMM94Nov22

N. Lund

Performance Highlights

- 80% of Marlboro Smokers Aware
- 54% of Total Smokers
- 9M Saving Miles

Part 2 Slide # 43 Build / Copied from slide Job #CG2841

RMM94Nov22

N. Lund

Performance Highlights

- 80% of Marlboro Smokers Aware
- 54% of Total Smokers
- 9M Saving Miles
- 7.4M Orders

Part 2 Slide # 43 Build / Copied from slide Job #CG2841

RMM94Nov22

N. Lund

Performance Highlights

- 80% of Marlboro Smokers Aware
- 54% of Total Smokers
- 9M Saving Miles
- 7.4M Orders
- 10B Miles Redeemed

Part 2 Slide # 43 Build / Copied from slide Job #CG2841

RMM94Nov22

N. Lund

Performance Highlights

- 80% of Marlboro Smokers Aware
- 54% of Total Smokers
- 9M Saving Miles
- 7.4M Orders
- 10B Miles Redeemed
- 30M Items Shipped

Part 2 Slide # 43 Build / Copied from slide Job #CG2841

RMM94Nov22

N. Lund

Major Learning Areas

- Inventory Procurement
- Consumer Fulfillment
- Telecommunications

Part 2 Slide # 44 Copied from slide

Job #CG2841

RMM94Nov22

N. Lund

988479140S

# **Marlboro Country Store**

**Inventory Policy** 

- **Avoid Backorders**
- Only 1 Item Currently Not in Stock
- 80% of Total Forecast on Order

Part 2 Slide # 45 Copied from slide

Job #CG2841

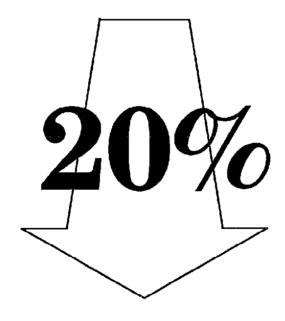
RMM94Nov22

N. Lund

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# **Marlboro Country Store**

Miles Values



Part 2 Slide # 46 Copied from slide

Job #CG2841

RMM94Nov22

N. Lund

# Marlboro Country Store Pooling

- 2.4 Million Calls
- Underestimated Demand
- Frustrated Consumers
- Missed Data Gathering Opportunity

Part 2 Slide # 47 Copied from slide

Job #CG2841

RMM94Nov22

N. Lund

# **Marlboro Country Store**

**Inventory Management** 

- **Better Forecasting**
- MAT Experience
- **Expanded Supplier Base**

Part 2 Slide # 48 Copied from slide

Job #CG2841

RMM94Nov22

N. Lund

# **Marlboro Country Store**

**Telemarketing Resources** 

- 134 Full Time Operators
- Accommodate Increased Call Volumes

Part 2 Slide # 49 Copied from slide

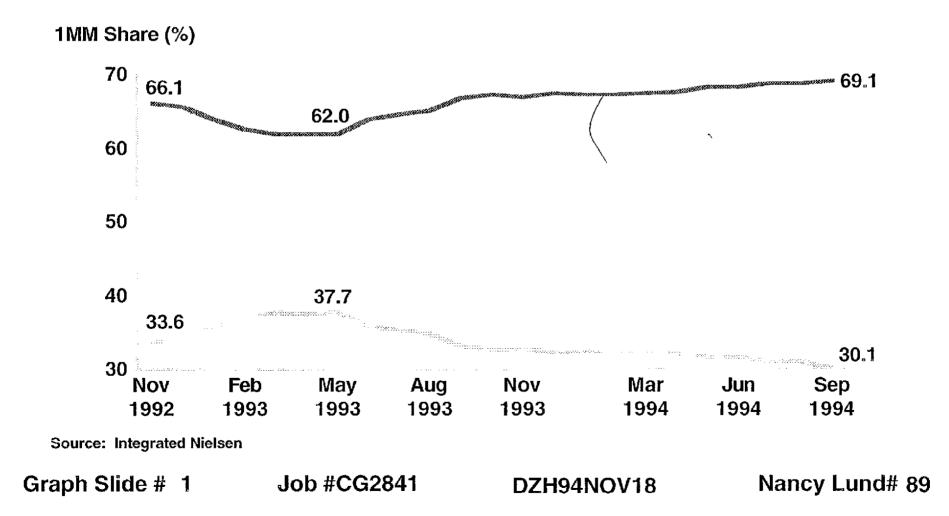
Job #CG2841

RMM94Nov22

N. Lund

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### **Premium/Discount Category Shares**



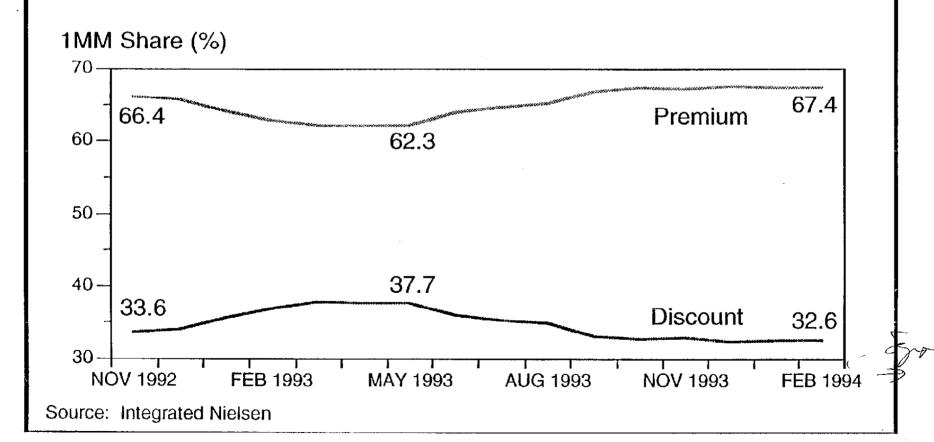
Source: https://www.industrydocuments.ucsf.edu/docs/ykpx0003





#### ARDECHCERIDAY CONEYEAR LATER

# Premium/Discount Category Shares



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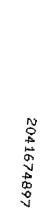




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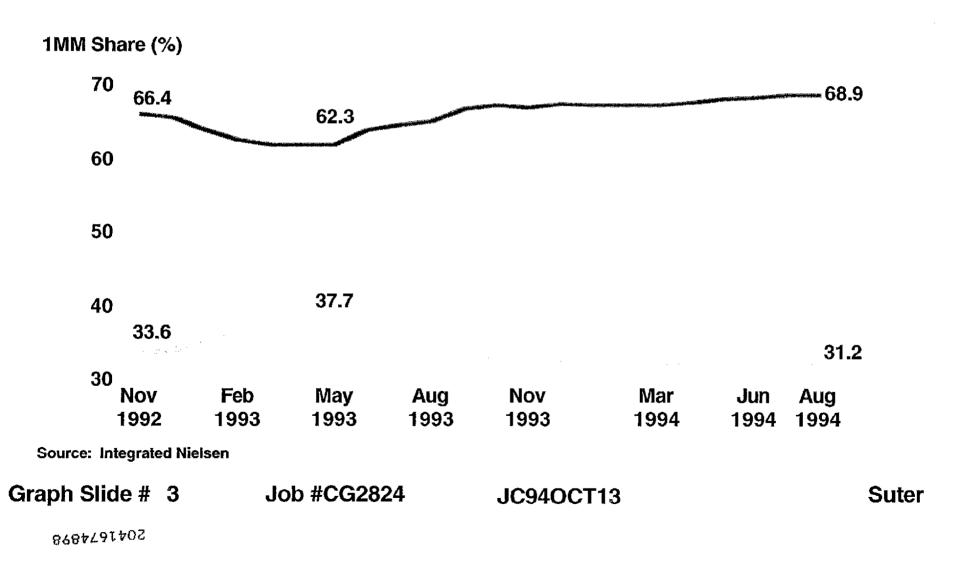
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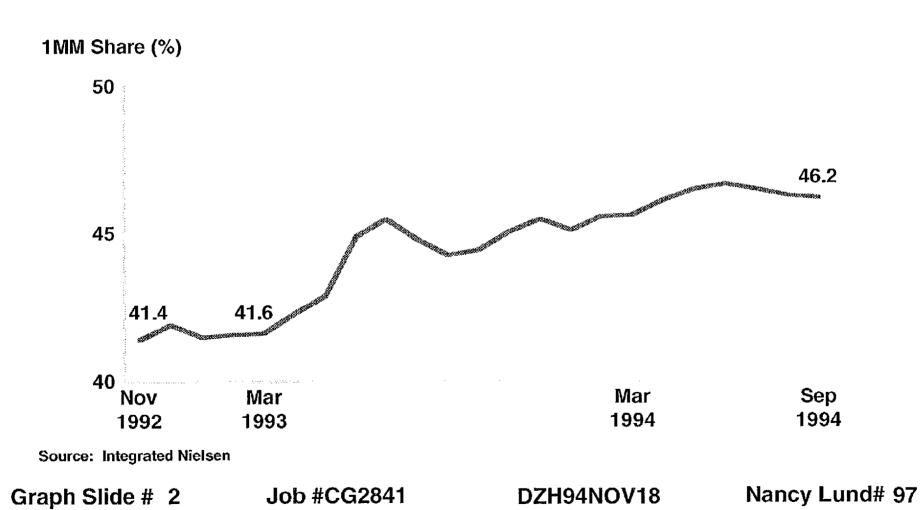
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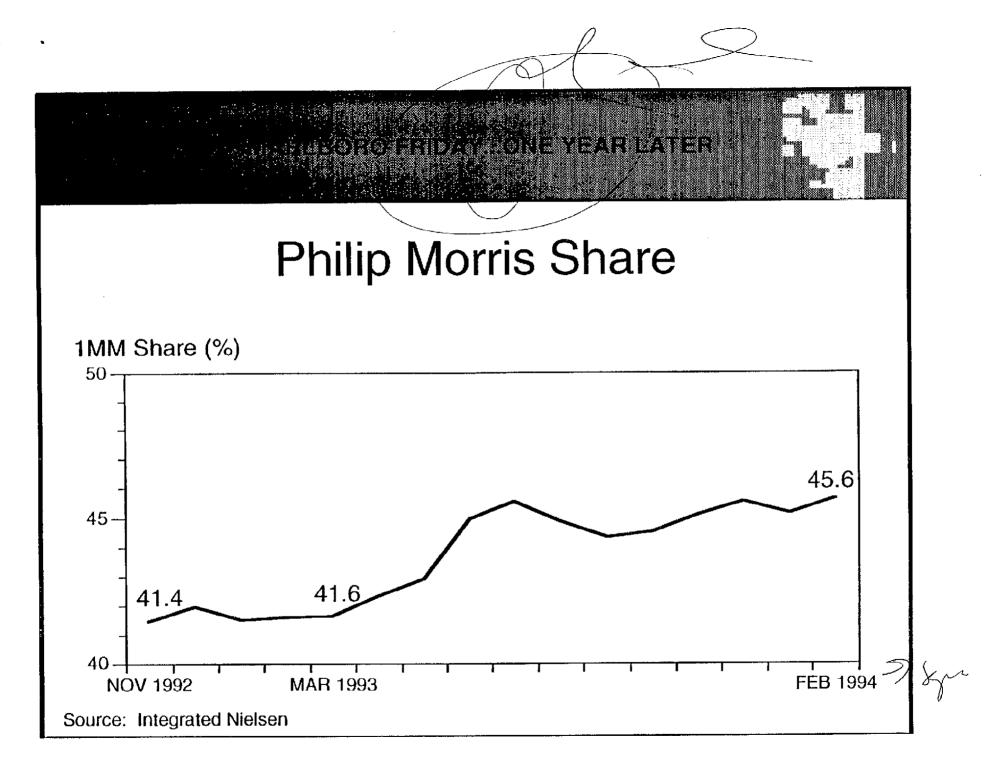
### **Premium/Discount Category Shares**



Source: https://www.industrydocuments.ucsf.edu/docs/ykpx0003

## **Philip Morris Share**









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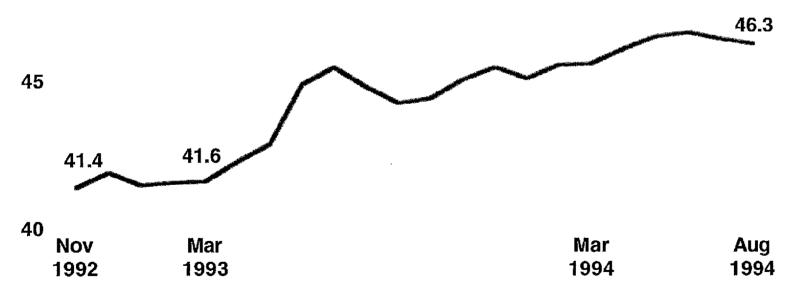
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# **Philip Morris Share**

1MM Share (%)

**50** 



Source: Integrated Nielsen

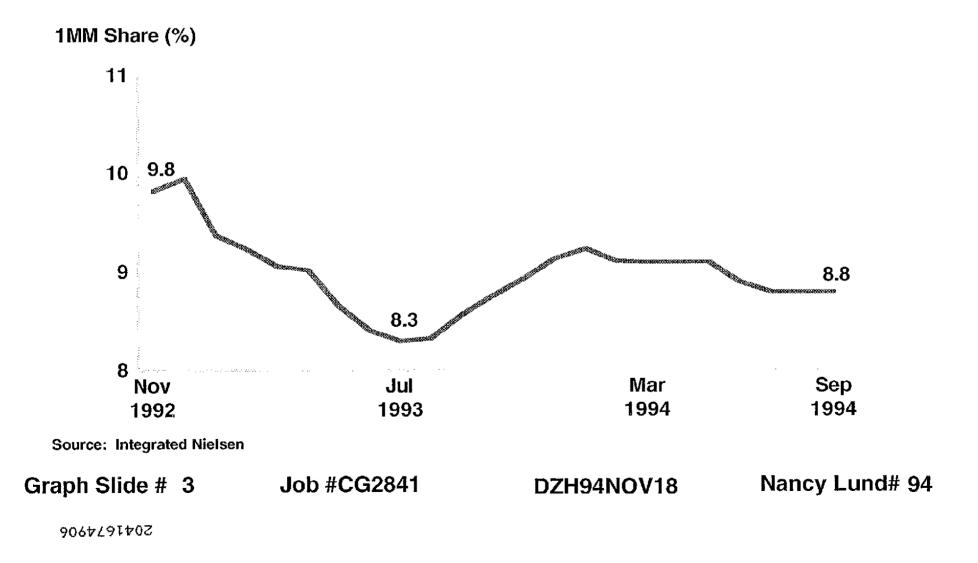
Graph Slide # 4

Job #CG2824

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### **Other PM Premium Brands Share**



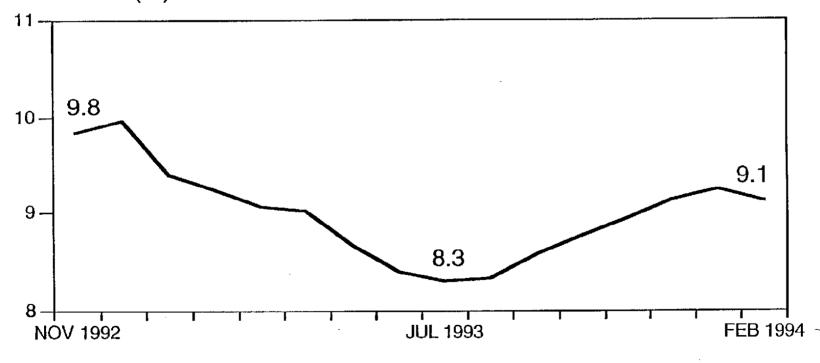




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# Other PM Premium Brands Share





Source: Integrated Nielsen

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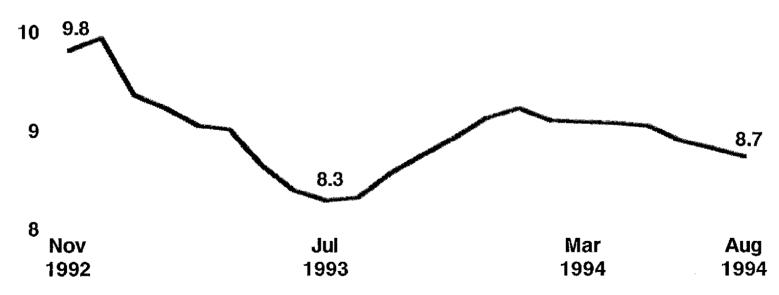
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### **Other PM Premium Brands Share**



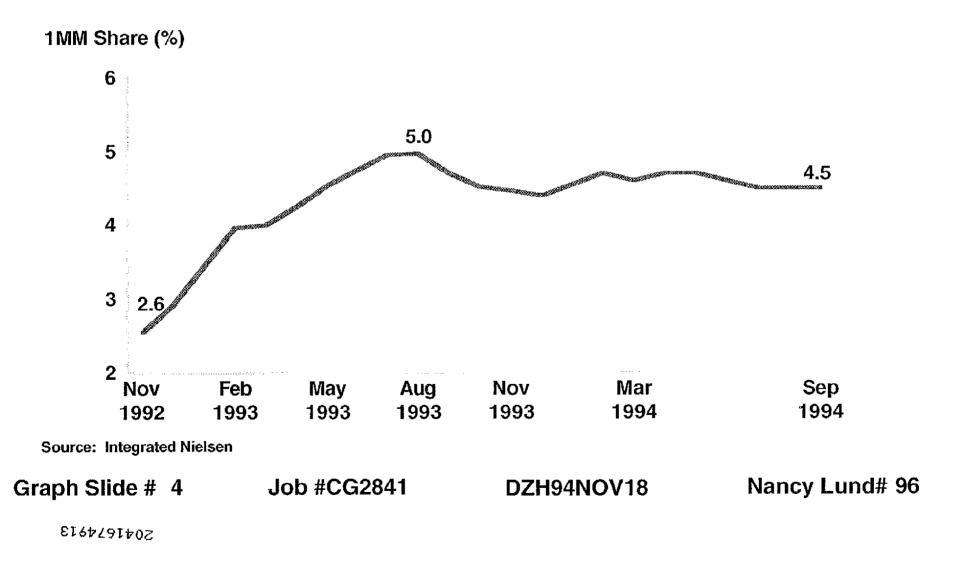
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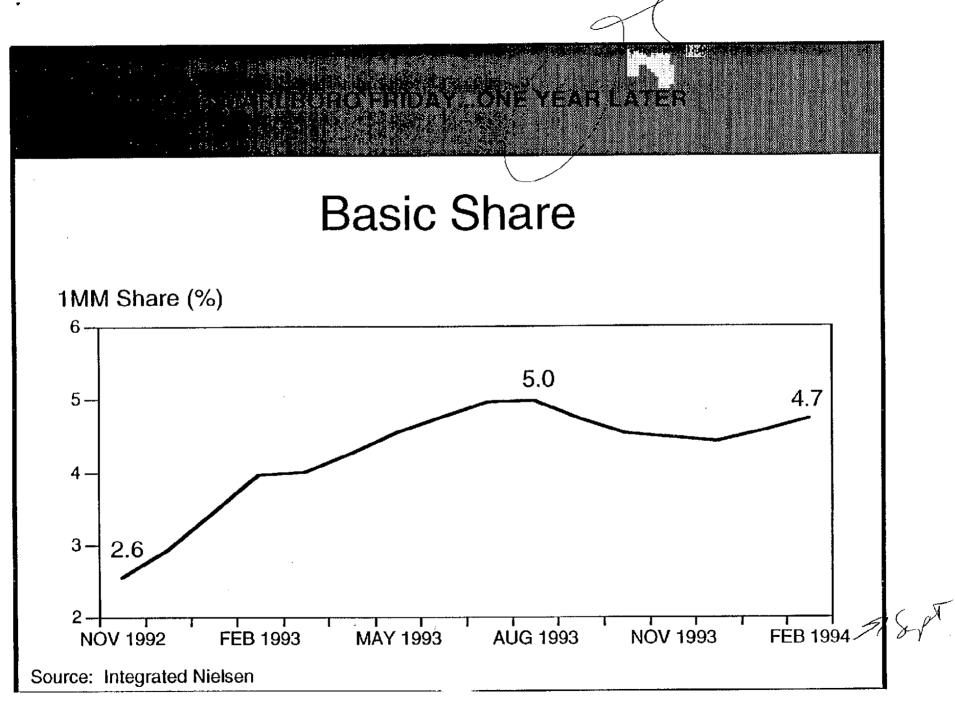
Source: Integrated Nielsen

Graph Slide # 6 Job #CG2824 JC94OCT13 Suter

### **Basic Share**









Marlboro

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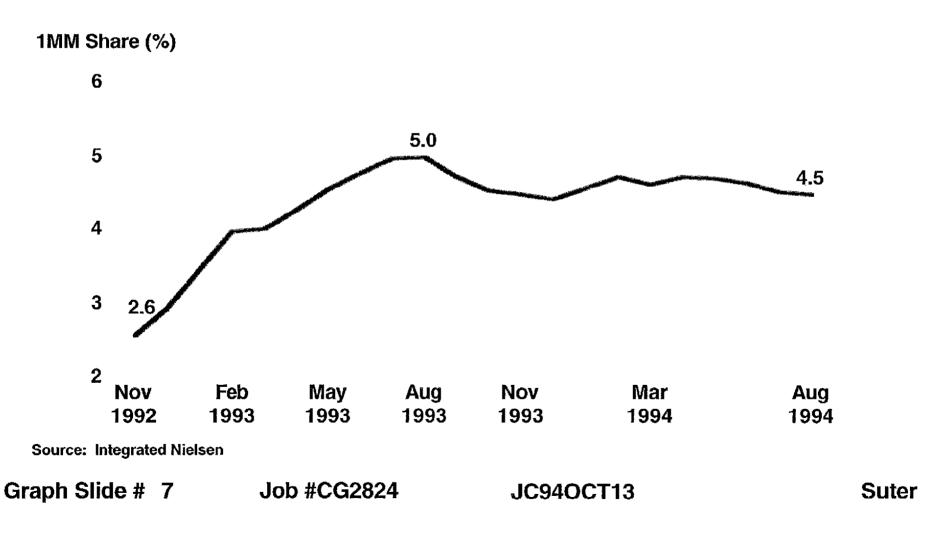
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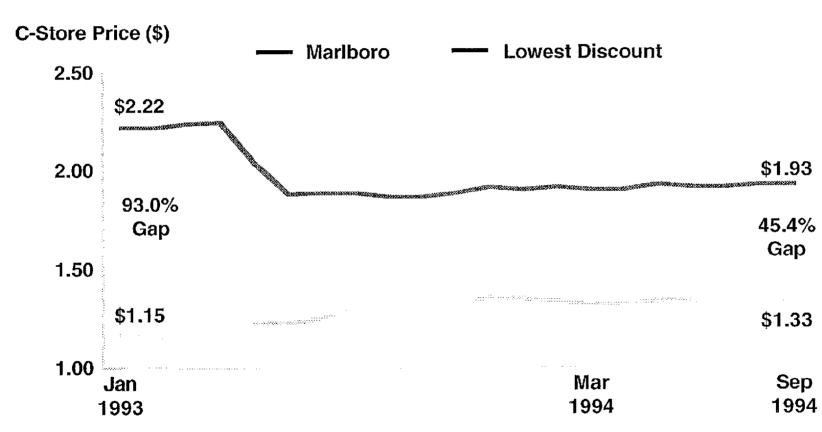
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### **Basic Share**



## **Price Gap**



Source: Market Decisions 1050, Nielsen Pricing Panels

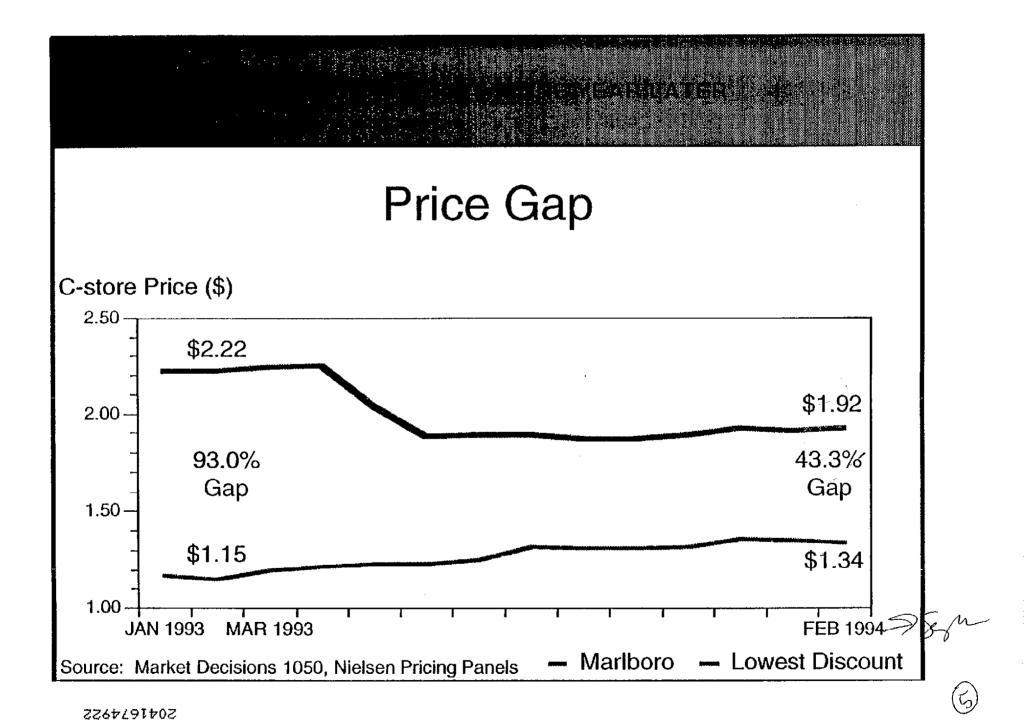
Graph Slide # 5

Job #CG2841

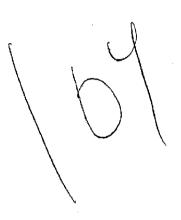
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Nancy Lund# 104

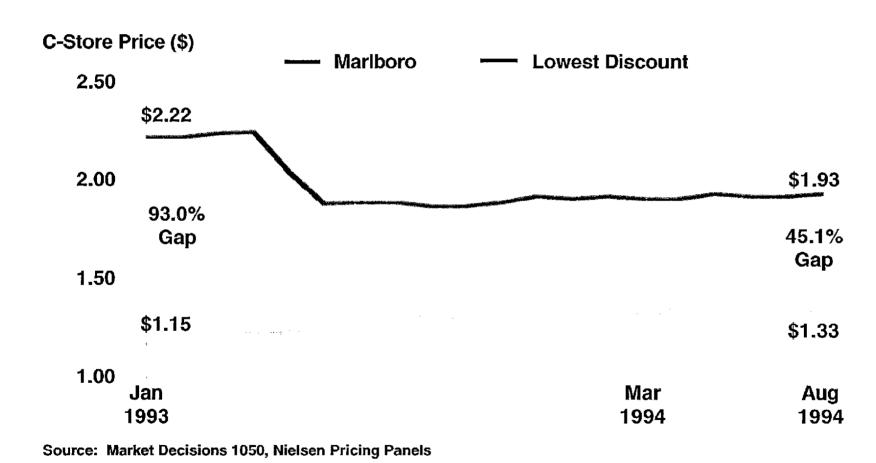
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	MAN	APC	MAY	724	20C	sug	sup	
MACISOCO	1.91	1.91	1,93	1.92	192	1.93	1.93	
LOWEST Discount	1.32	1.33	1.34	1,34	1,32	1.33	1,33	
JOHN GAP							45.4%	
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# **Price Gap**



Job #CG2824

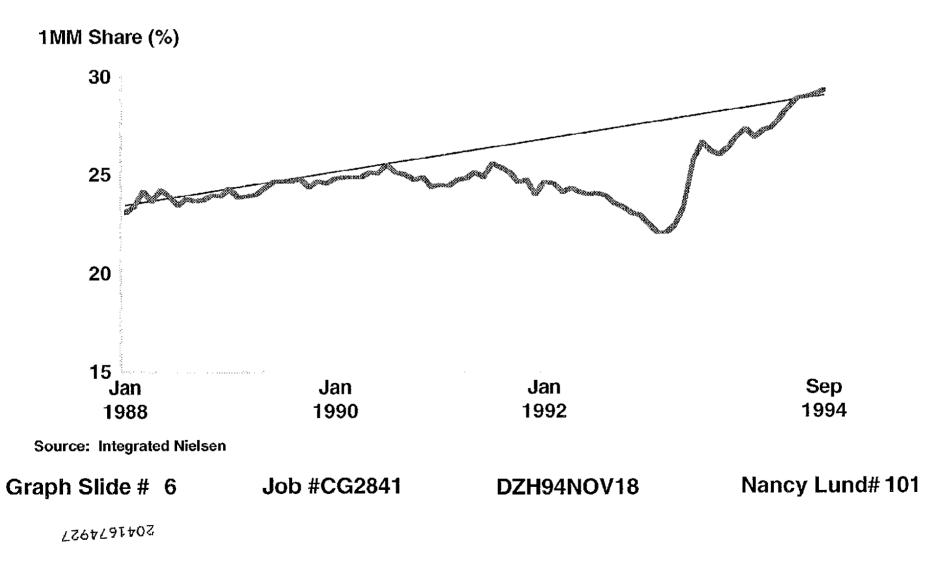
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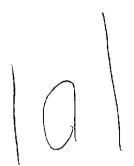
Graph Slide # 8

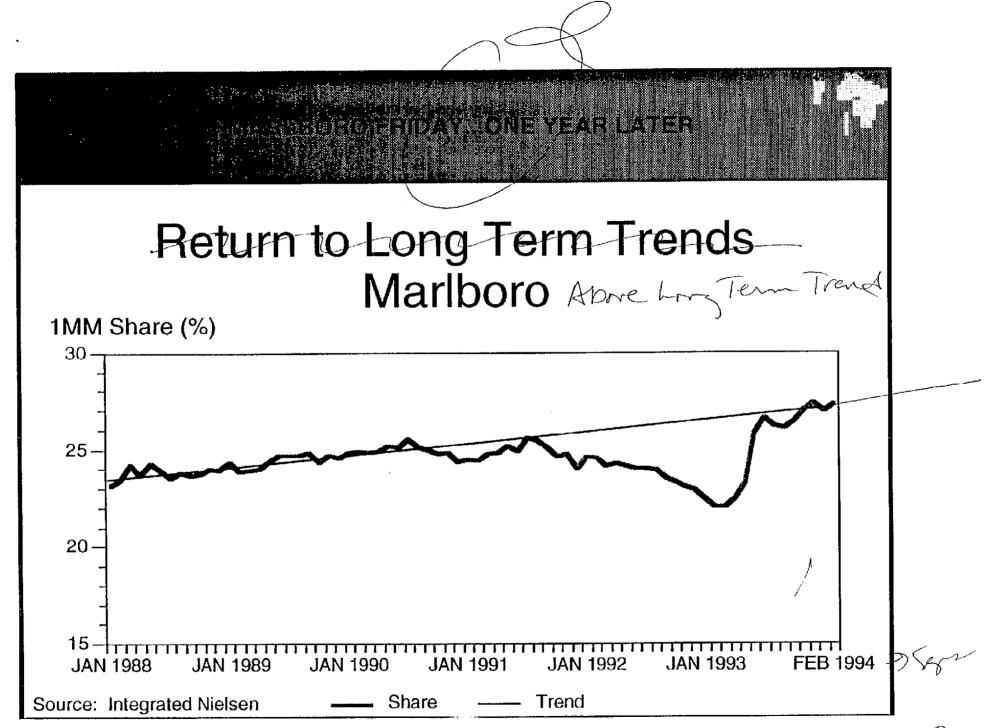
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# **Marlboro Above Long Term Trend**









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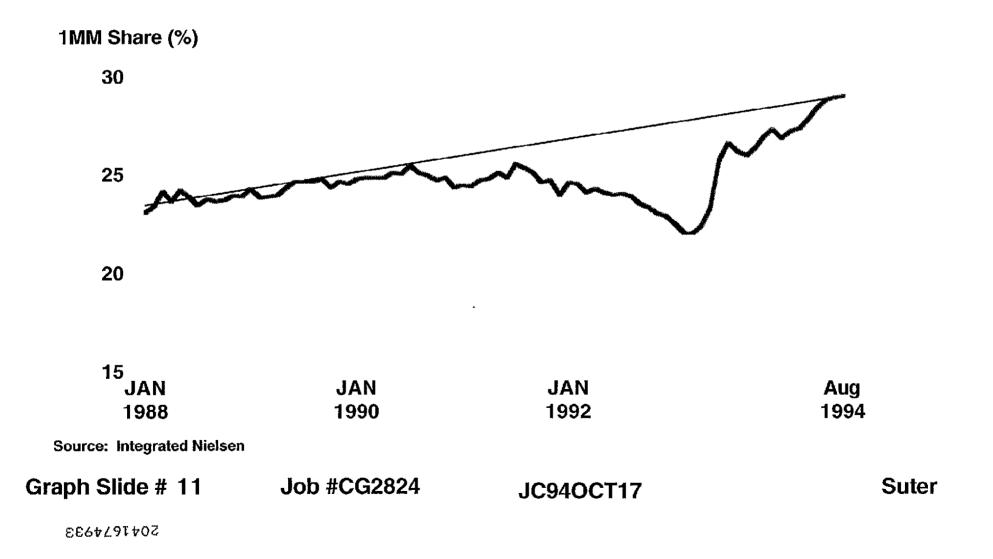
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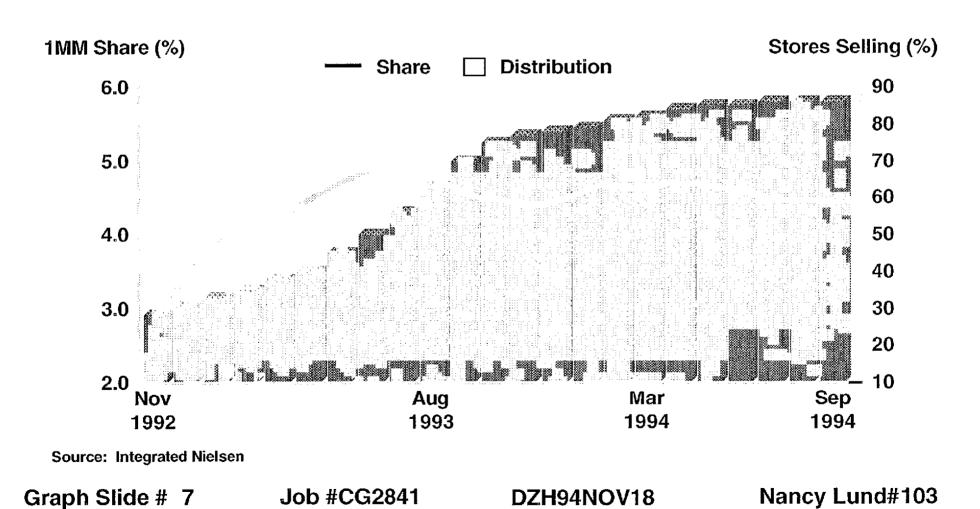
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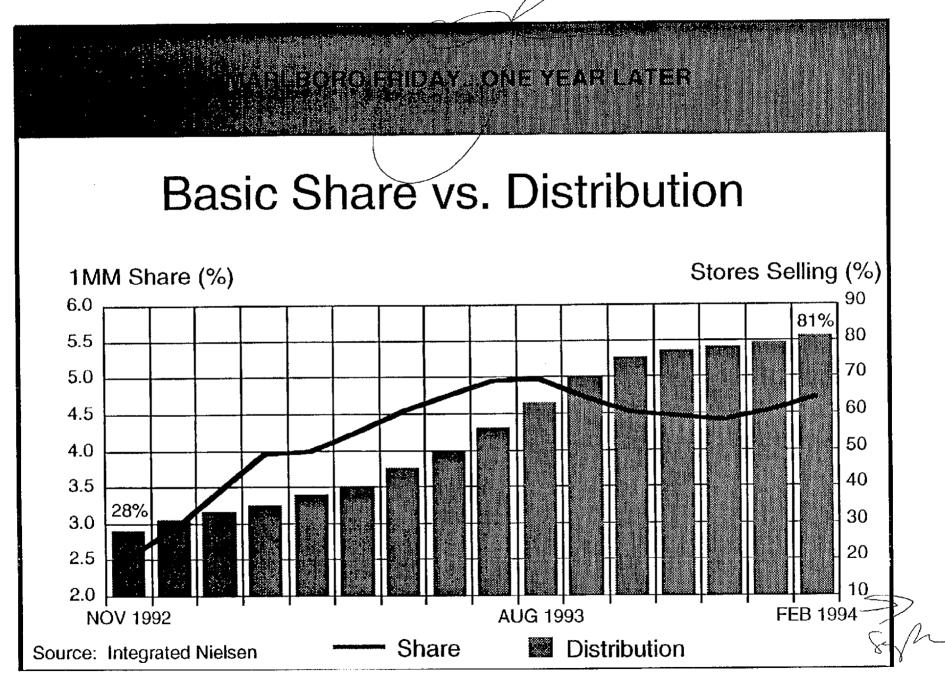
# **Return to Long Term Marlboro Trend**



### **Basic Share vs. Distribution**











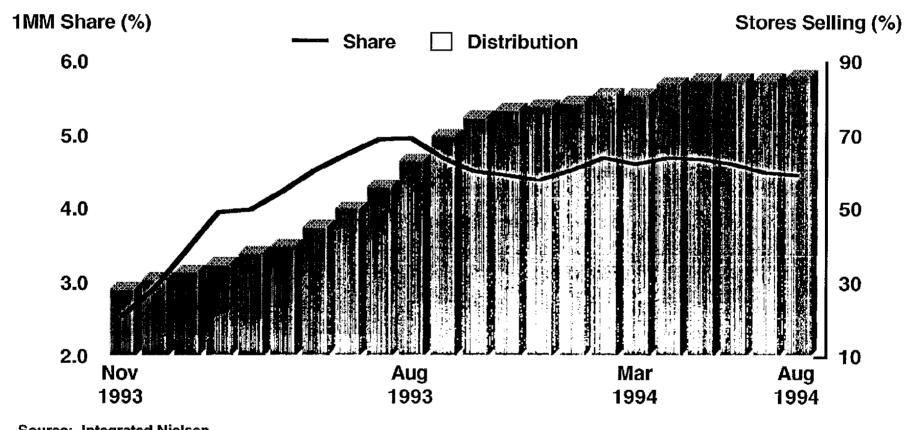
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### **Basic Share vs. Distribution**



Source: Integrated Nielsen

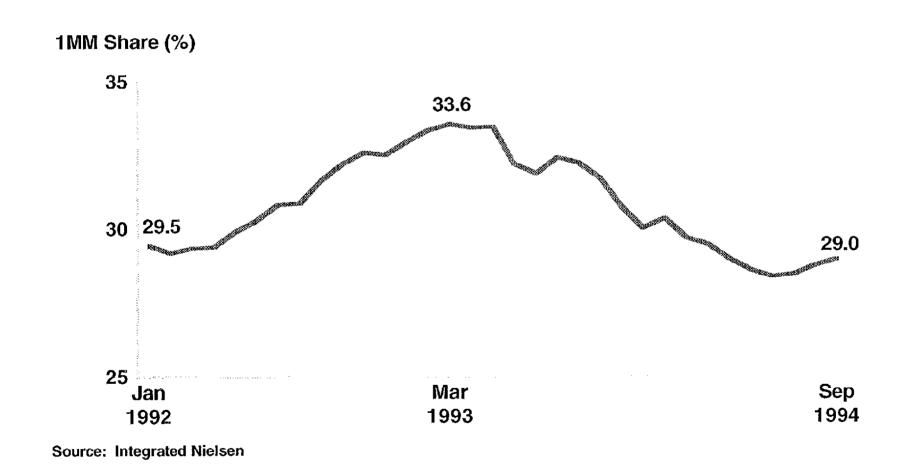
Graph Slide # 14

Job #CG2824

**JC94OCT13** 

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## Competitive Performance RJR



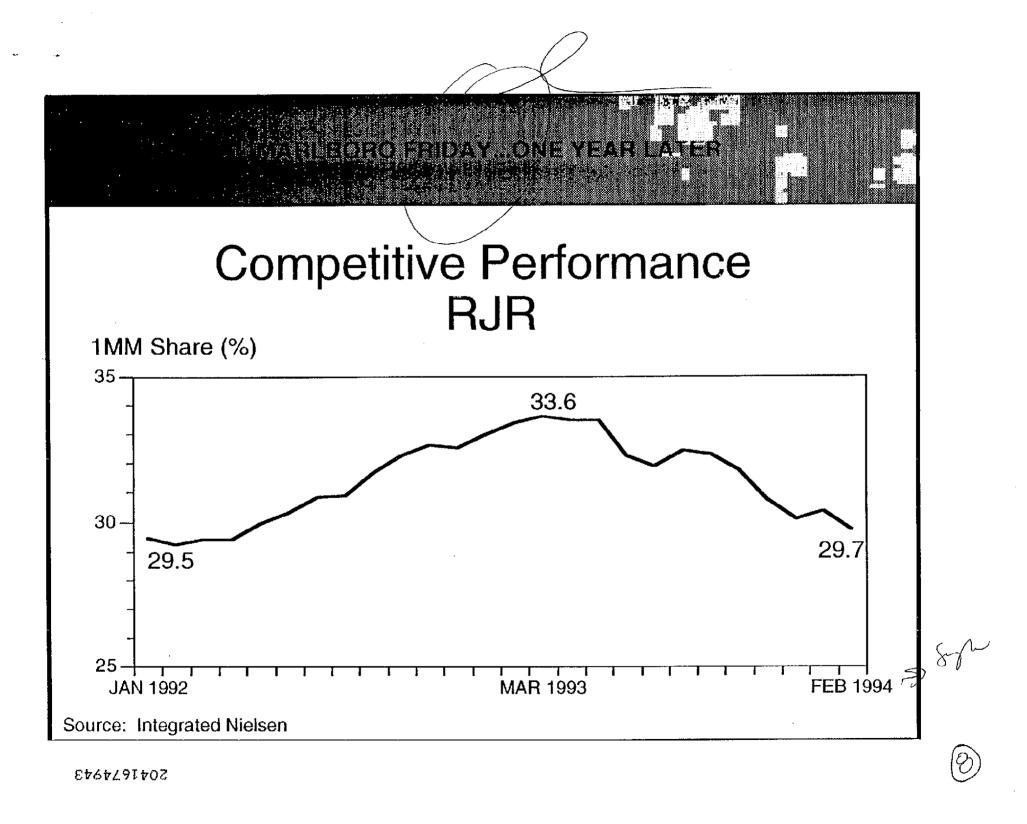
Job #CG2841

Graph Slide # 8

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Nancy Lund#98







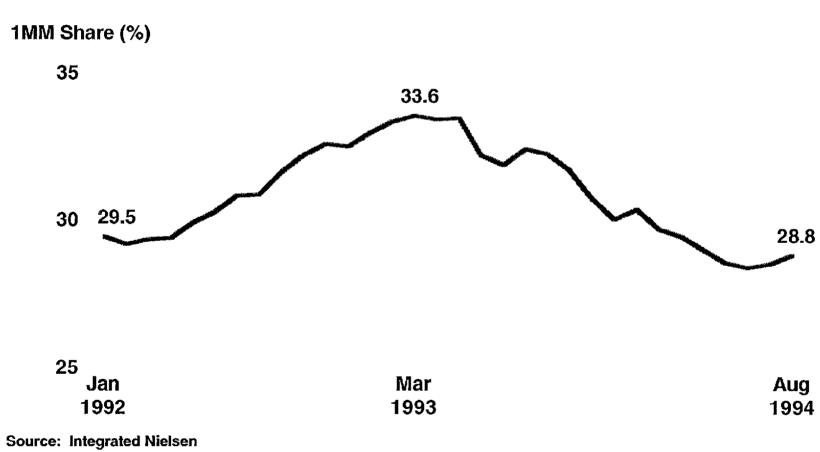
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## **Competitive Performance RJR**



Graph Slide # 15

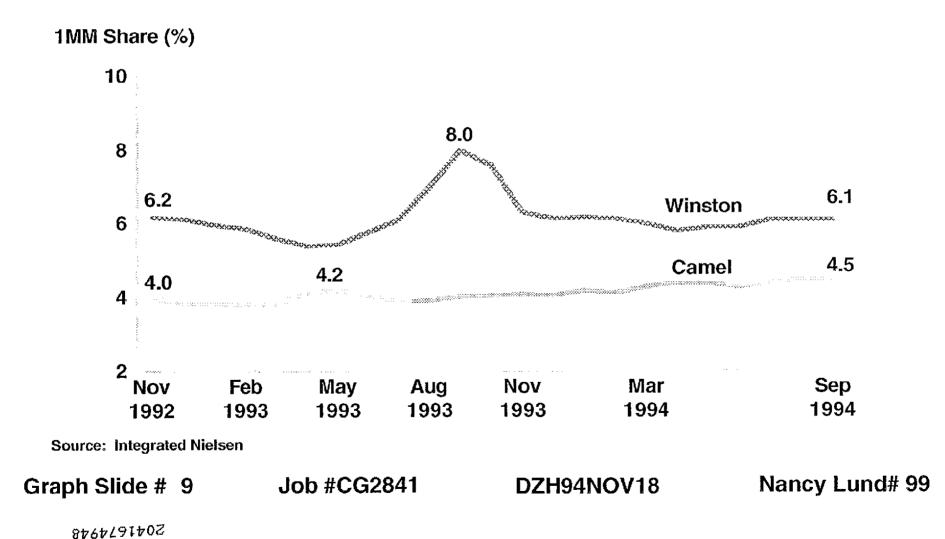
Job #CG2824

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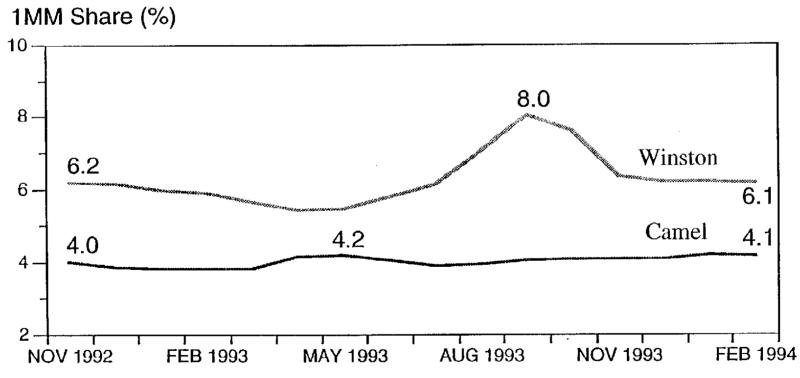
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## Competitive Performance RJR



### ERICAY/AONE/YEAR WATER

# Competitive Performance RJR



0564191402

Source: Integrated Nielsen







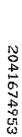
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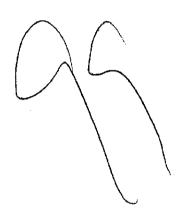
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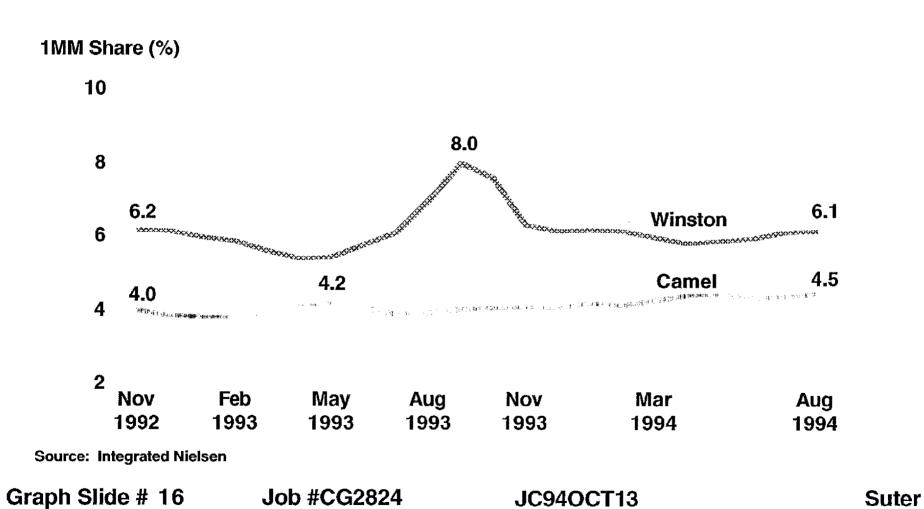
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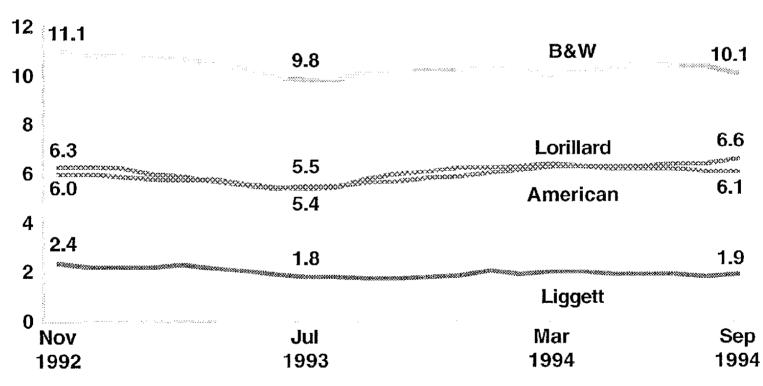


## Competitive Performance RJR



## **Competitive Performance – Other**





Source: Integrated Nielsen

Graph Slide # 10

Job #CG2841

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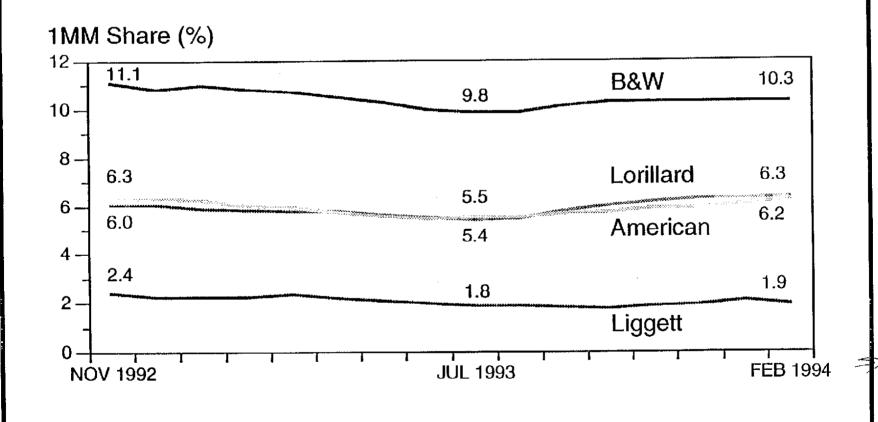
Nancy Lund# 100





## Competitive Performance - Other

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Source: Integrated Nielsen



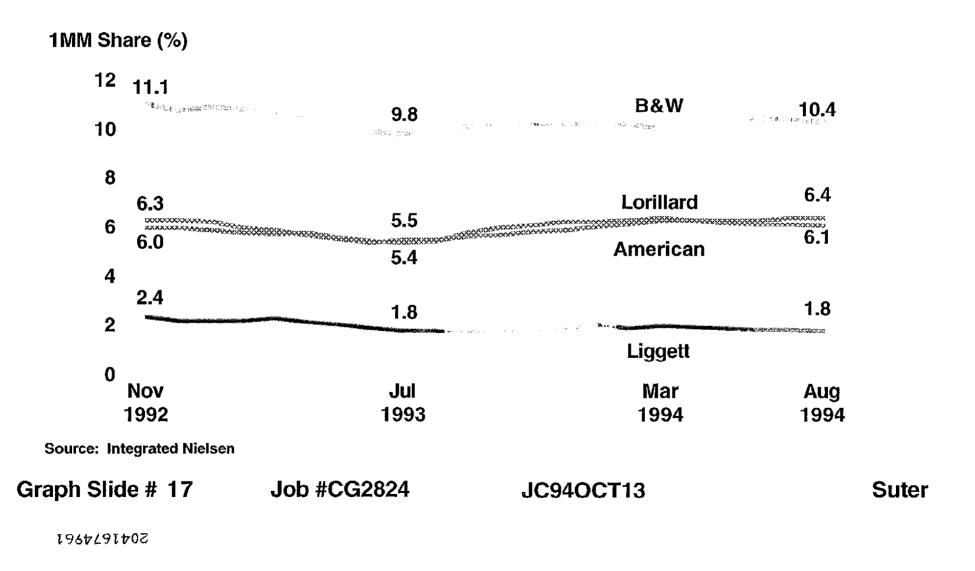


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Source: https://www.industrydocuments.ucsf.edu/docs/ykpx0003

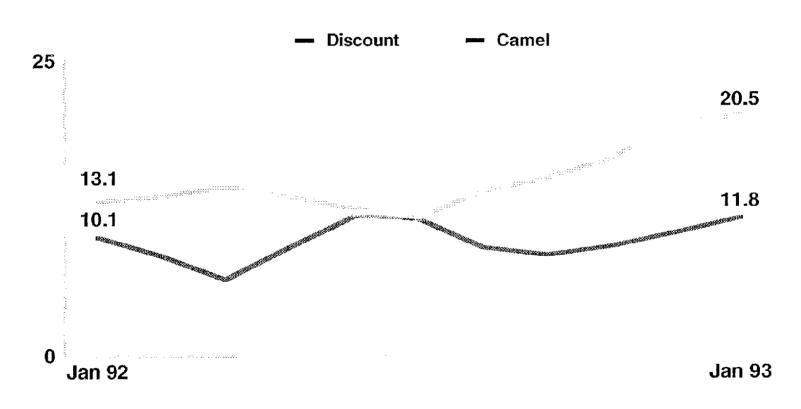


## **Competitive Performance – Other**



Source: https://www.industrydocuments.ucsf.edu/docs/ykpx0003

### **Share of 18-24 Year Old Smokers**



**Source: Consumer Tracking Volumetrics** 

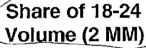
Graph Slide # 11

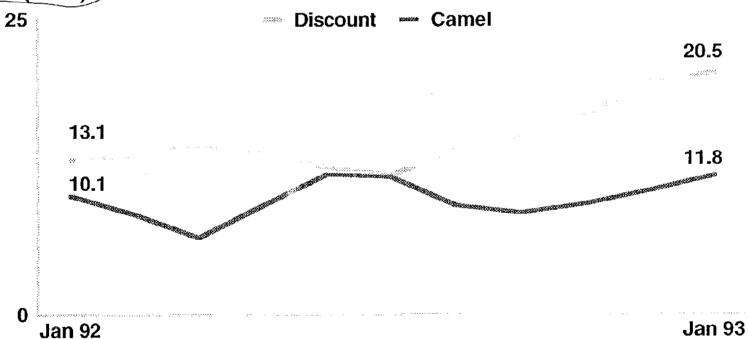
Job #CG2841

DZH94NOV18

Nancy Lund#56

**Share of 18-24 Year Old Smokers** 





Source: Consumer Tracking Volumetrics

Graph Slide # 8 Layered Build

Job #CG2583

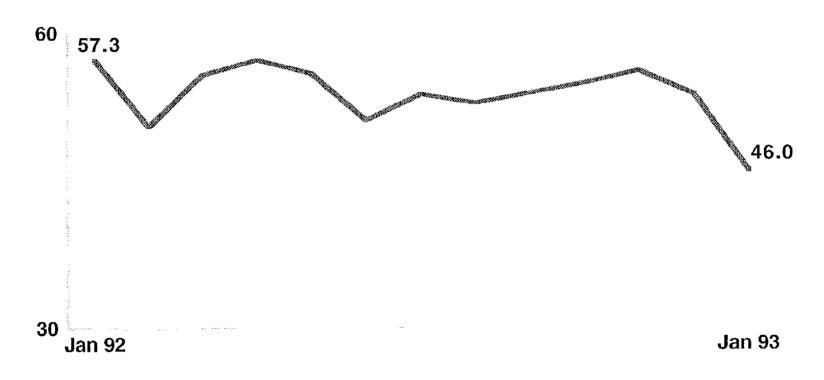
JC93MAR27RM

Moore

796779140S



## **Marlboro Share of 18-24 Year Old Smokers**



**Source: Consumer Tracking Volumetrics** 

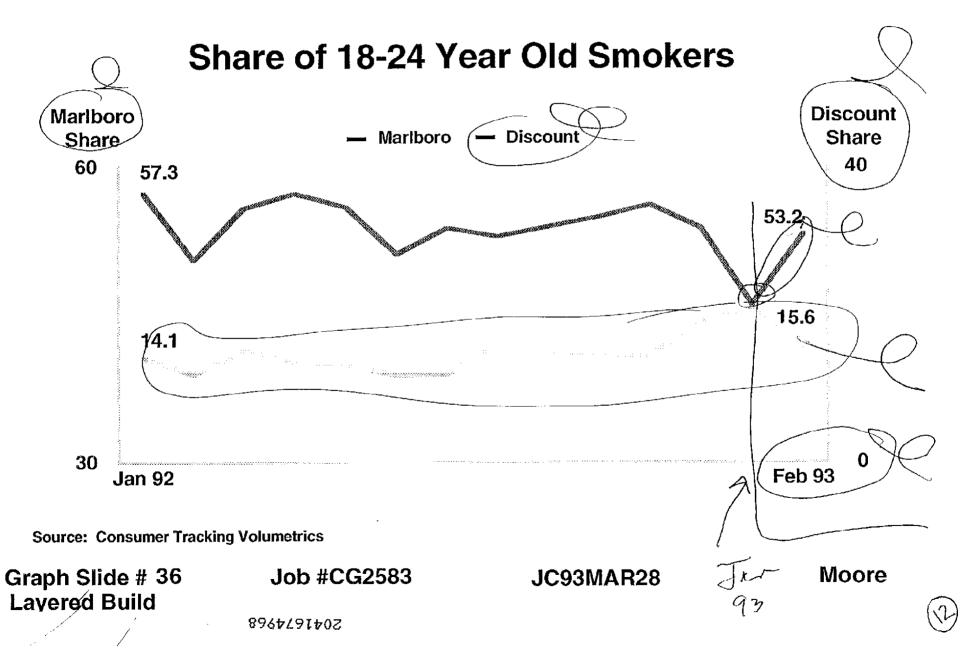
Graph Slide # 12

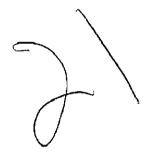
Job #CG2841

DZH94NOV18

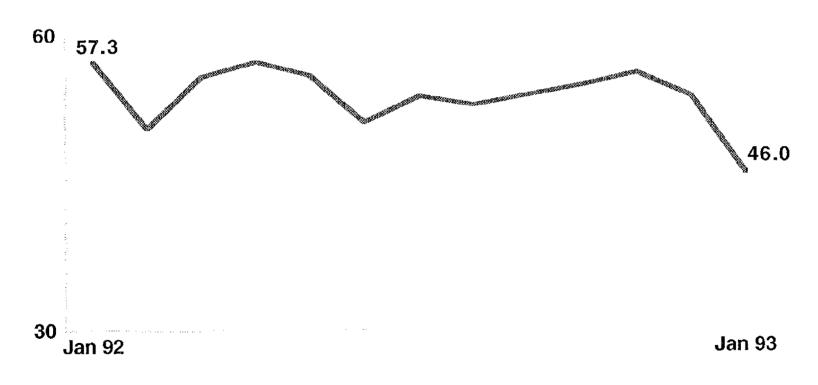
Nancy Lund#21







## **Marlboro Share of 18-24 Year Old Smokers**



**Source: Consumer Tracking Volumetrics** 

Graph Slide # 13

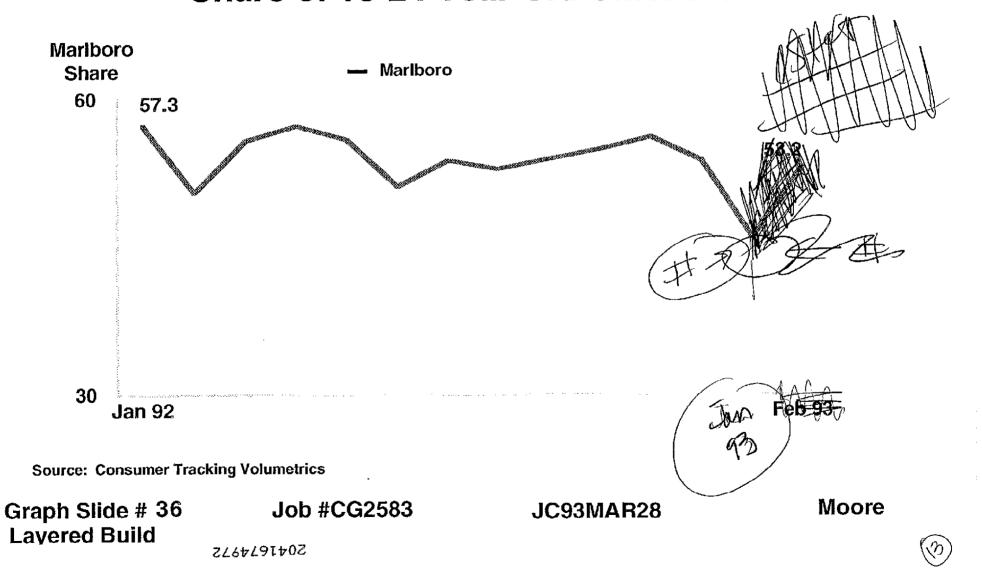
Job #CG2841

DZH94NOV18

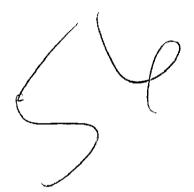
Nancy Lund# 56



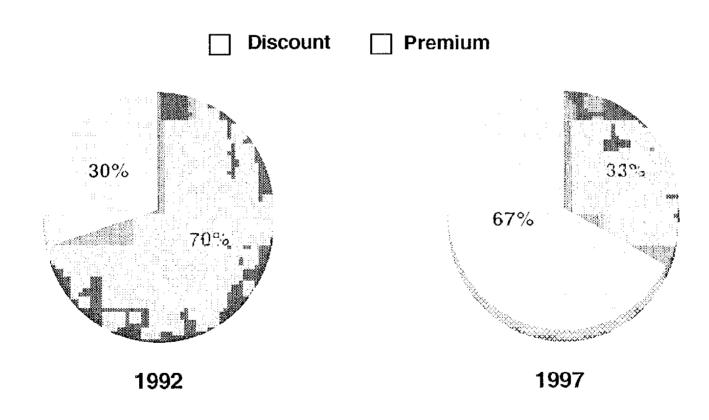
### **Share of 18-24 Year Old Smokers**







## **Industry Projection**



Graph Slide # 14

Job #CG2841

DZH94NOV18

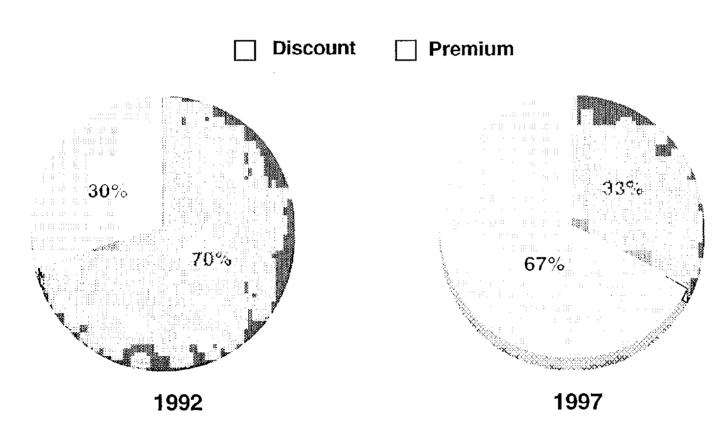
Nancy Lund# 60

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#### PM USA

# Current Trends Industry Mix Mojet



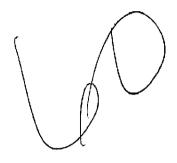
Graph Slide B # 2

Job #CG2598

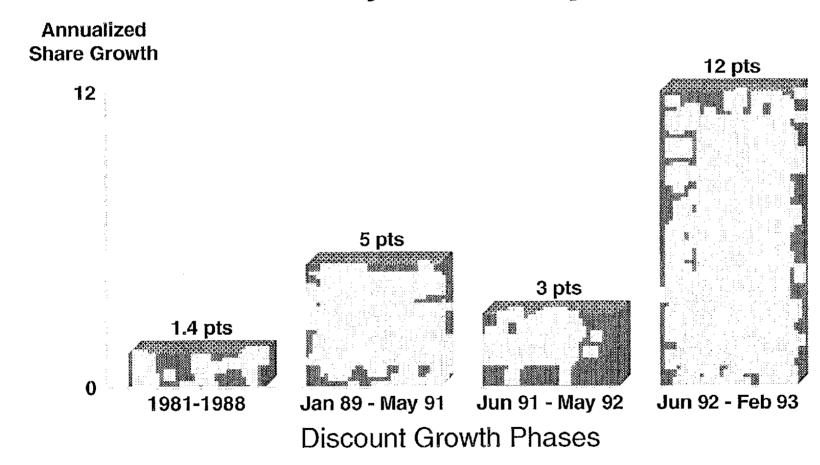
RM93APR21JC

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## **Summary 1981 - Early 1993**

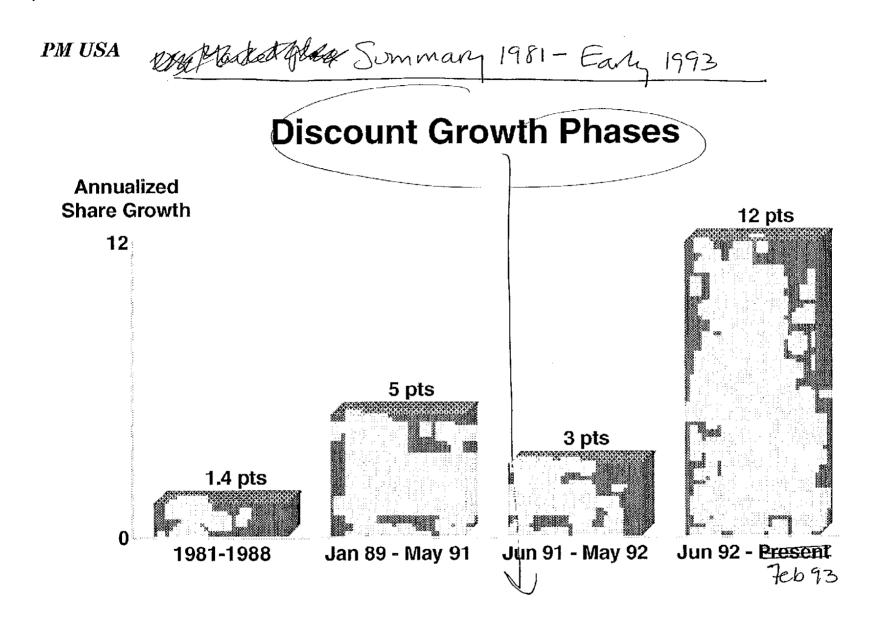


Graph Slide # 15

Job #CG2841

DZH94NOV18

Nancy Lund# 58



Graph Slide B # 19

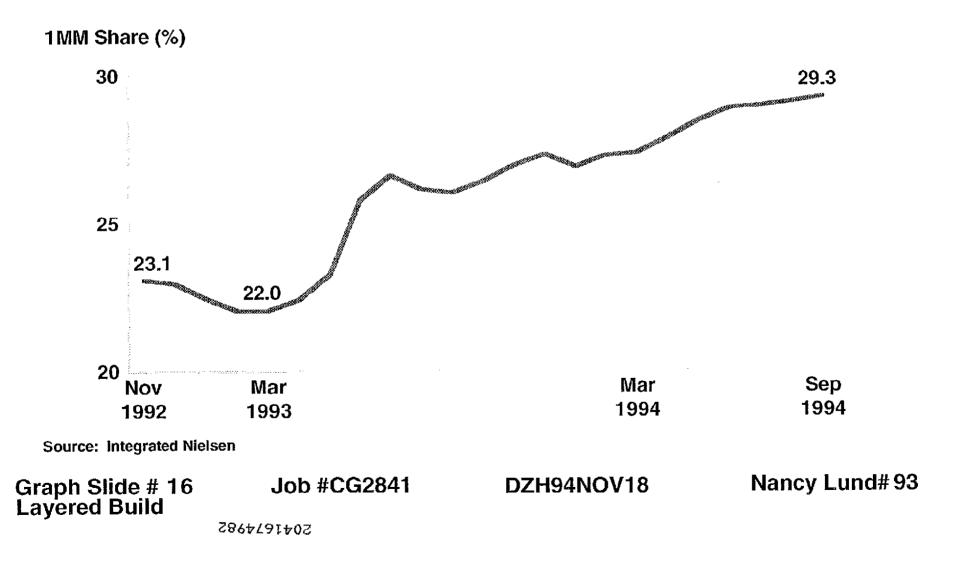
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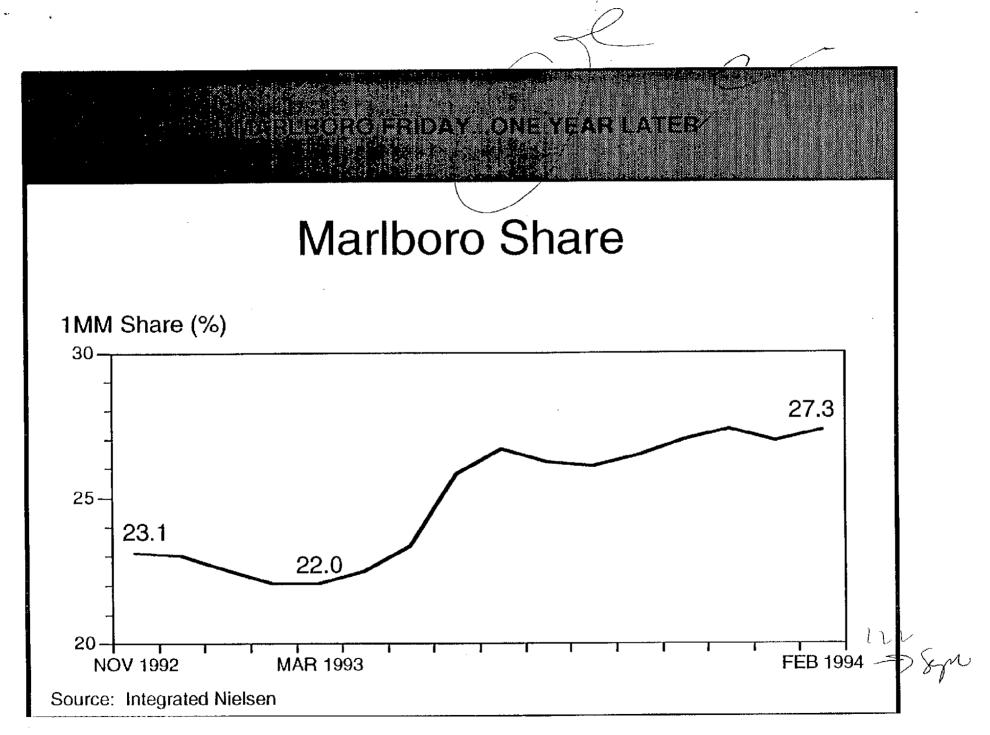
EM93APR26RM

**Falvo** 



#### **Marlboro Share**









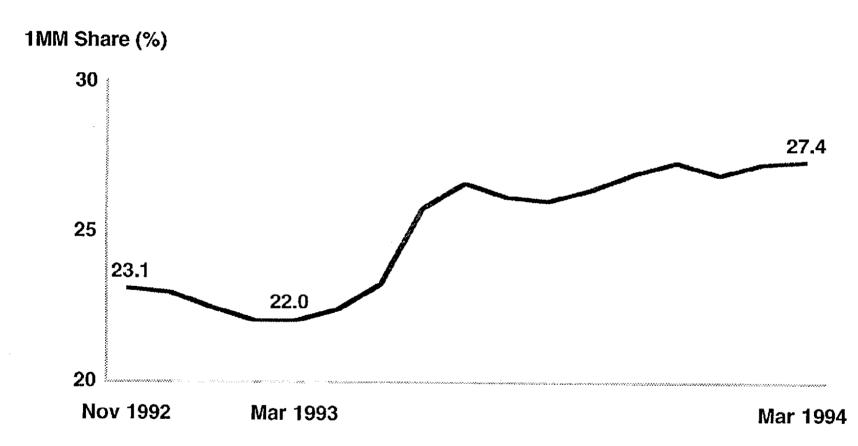
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### **Marlboro Share**



**Source: Integrated Nielsen** 

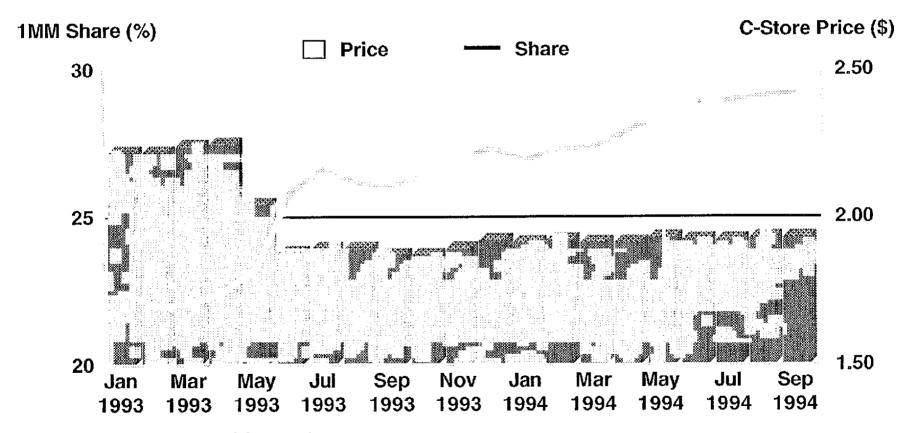
Graph Slide # 5 Job #CG2763

DZH94APR25

**Dave Beran** 



## Marlboro Share vs. Pricing



Source: Integrated Nielsen, Pricing Panels

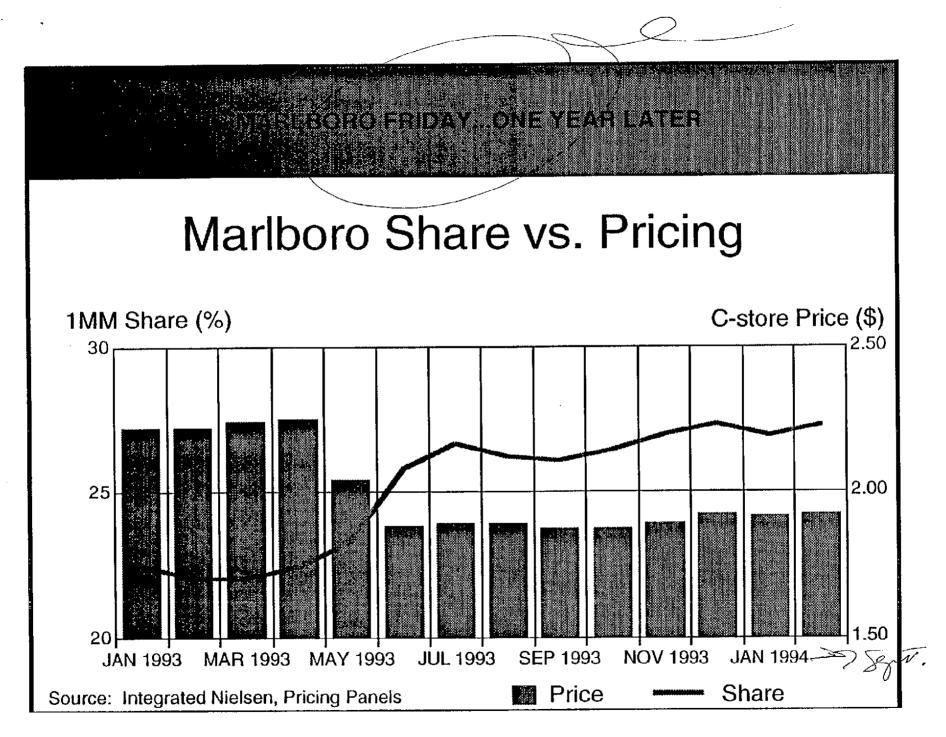
Graph Slide # 17

Job #CG2841

DZH94NOV18

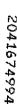
Nancy Lund# 90







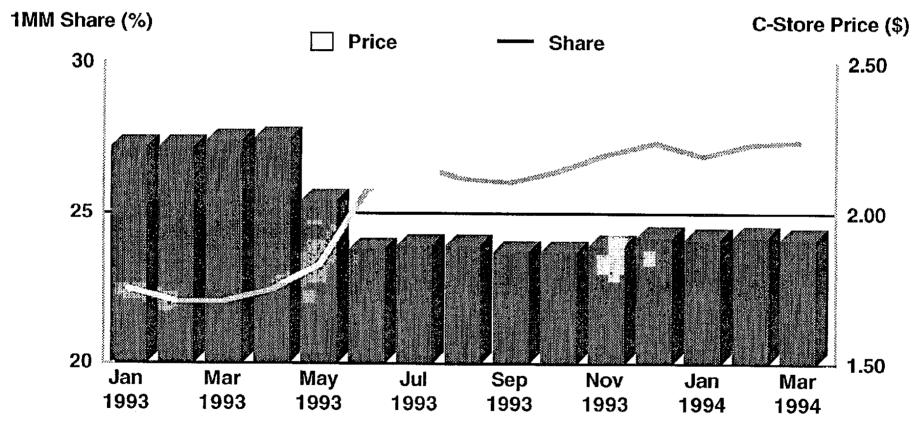
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#### PM USA

## Marlboro Share vs. Pricing



Source: Integrated Nielsen, Pricing Panels

Graph Slide # 9

Job #CG2763

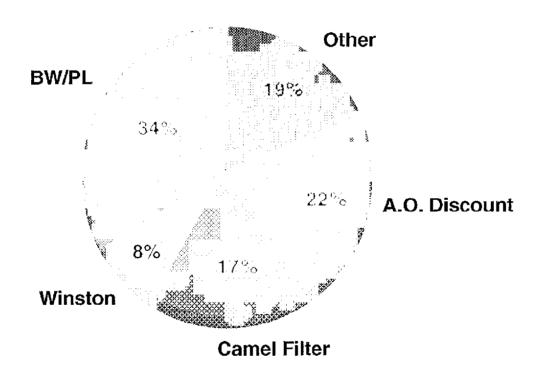
DZH94APR25

**Dave Beran** 



#### **Portland Test Results**

Source of Business



Graph Slide # 18

Job #CG2841

DZH94NOV18

Nancy Lund# 28

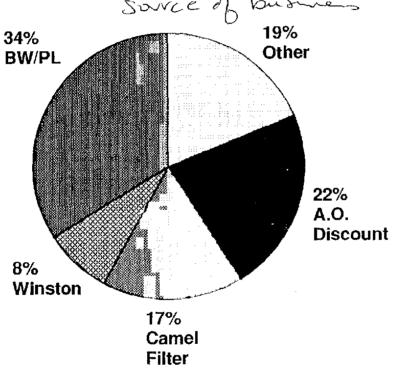
XX 28

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A Majority of Marlboro's share growth during promotion came from the Discount category (56%), primarily the Black & White/PL category (34%).

Metal Results Porkant Tex Munits

Source of busines



Source: Retail Audits

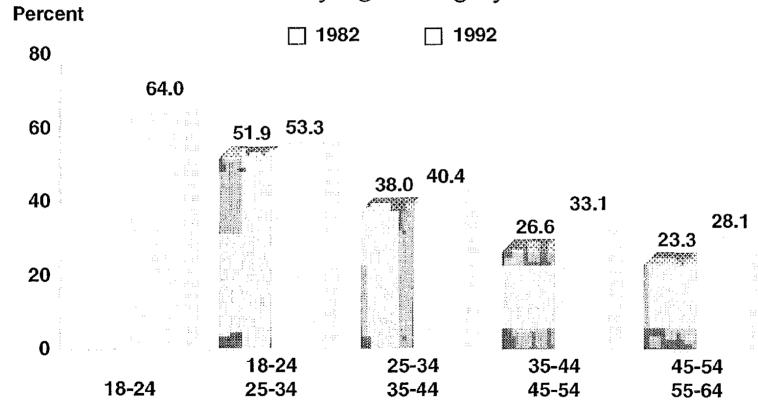
8664791402

MLP Section MG - 7/14/94 5



## **Philip Morris Retention of Smokers**

By Age Category



Source: PM-USA Tracking Study

Graph Slide # 19

Job #CG2841

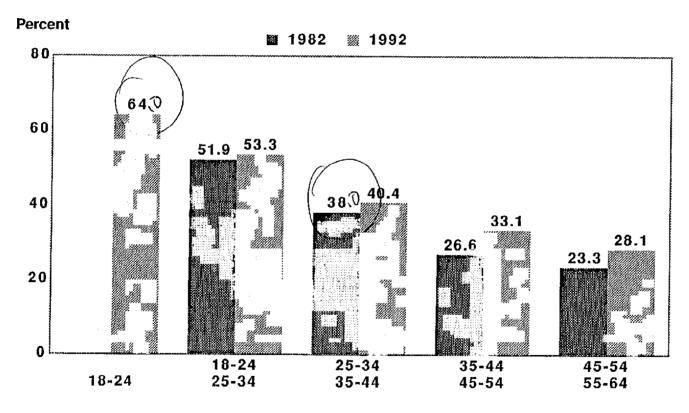
DZH94NOV18

Nancy Lund# 11



## Philip Morris Retention of Smokers

**By Age Category** 



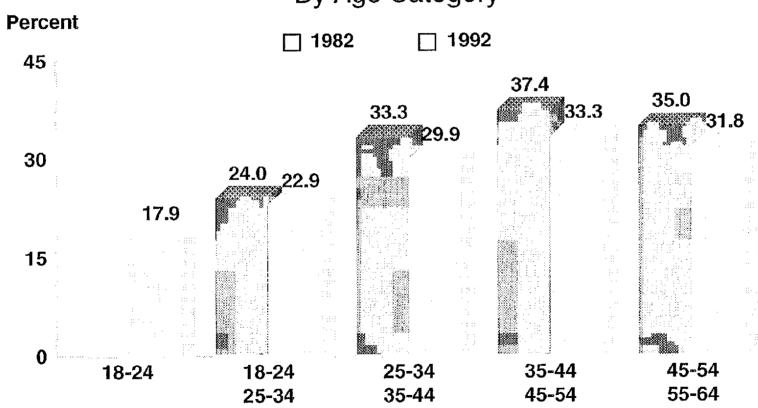
Source: PM-USA Tracking Study

Retention MG-7/8/94



#### **RJR Retention of Smokers**

By Age Category



Source: PM-USA Tracking Study

Graph Slide # 20

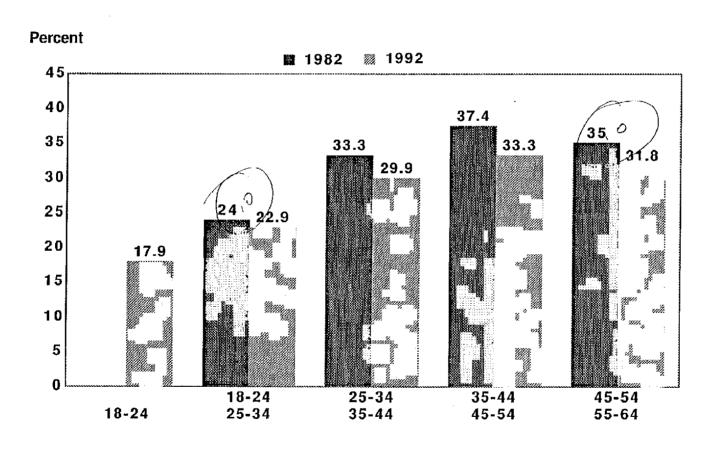
Job #CG2841

DZH94NOV18

Nancy Lund# 12

### **RJR Retention of Smokers**

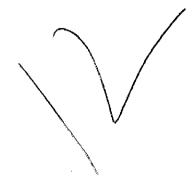
#### **By Age Category**



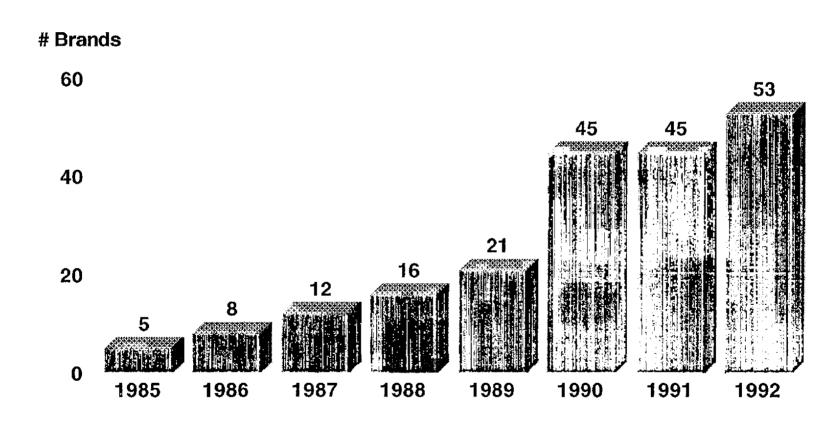
Source: PM-USA Tracking Study

Retention MG-7/8/94 2





#### **Discount Brands Introduced**



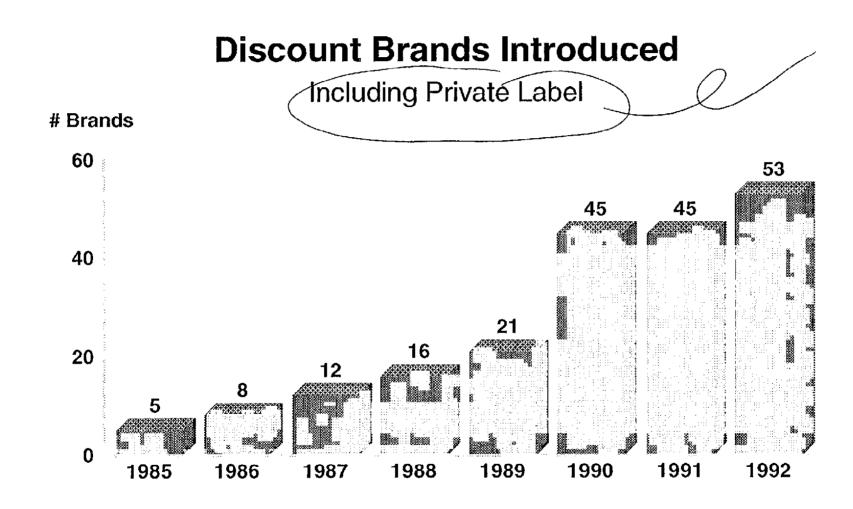
Source: Shipment

Graph Slide # 21

Job #CG2841

DZH94NOV21JG

Nancy Lund#18



Graph Slide # 21

Source: Shipment

Job #CG2841

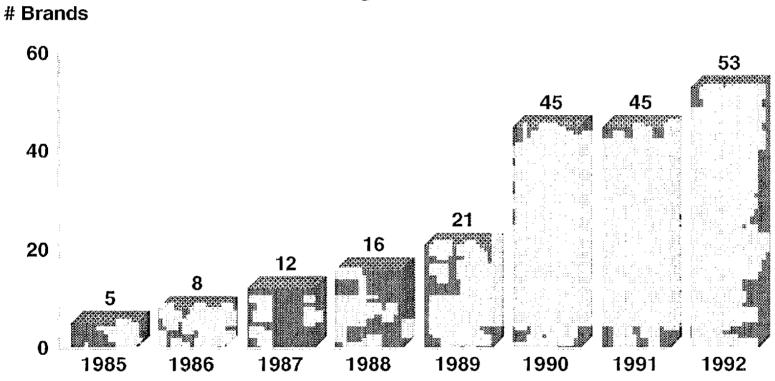
DZH94NOV18

Nancy Lund#18



#### **Discount Brands Introduced**

Including Private Label



Source: Shipment

Graph Slide # 21

Job #CG2841

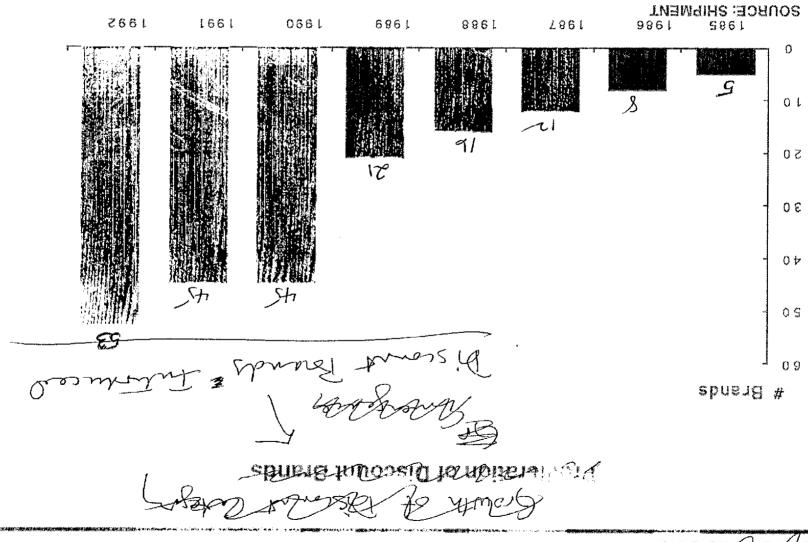
DZH94NOV18

Nancy Lund#18





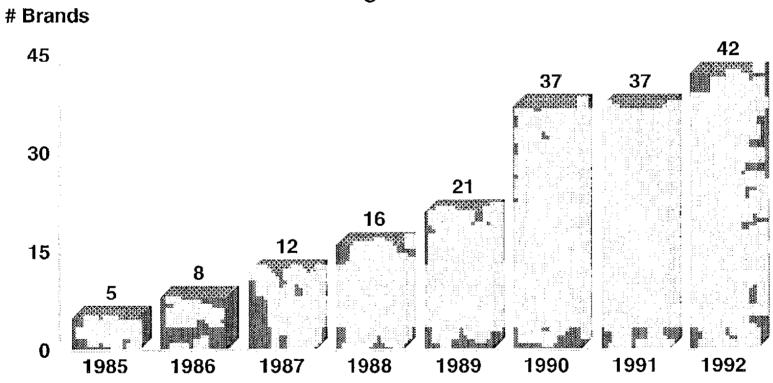
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# **Discount Brands Introduced**

**Excluding Private Label** 



Source: Shipment

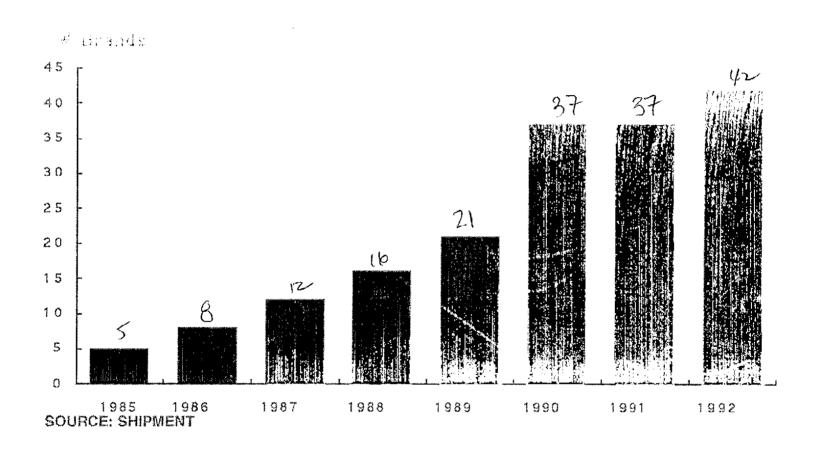
Graph Slide # 22

Job #CG2841

DZH94NOV18

Nancy Lund#18

#### Proliferation of Discount Brands



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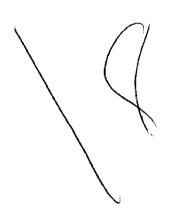
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ource: SHIPN			
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	# OF DSC BRNDS	# OF DSC BRNDS	
	incl. PrivLbl	excl. PrivLbl	
1985	5 5	5	
1986	8	8	
1987	12	12	
1988	16	16	
1989	21	21	
1990	45	37	
1991	45	37	
1992	53	42	-
1993	53	40	
CYTD 1994	51	38	,
	Oct-90	Black and White	brands

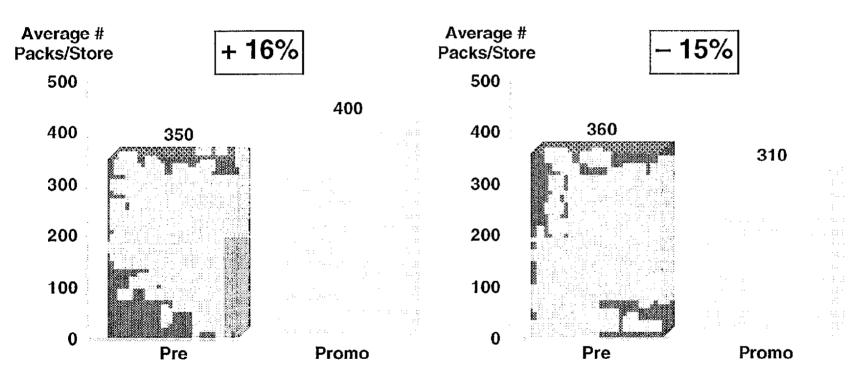
2041675016



## **Portland Test Results**

#### **Stores With Buy Down**

#### **Stores Without Buy Down**



Source: Retail Audits - Portland Pack Outlets Through 1/4/93

Graph Slide # 23

Job #CG2841

DZH94NOV18

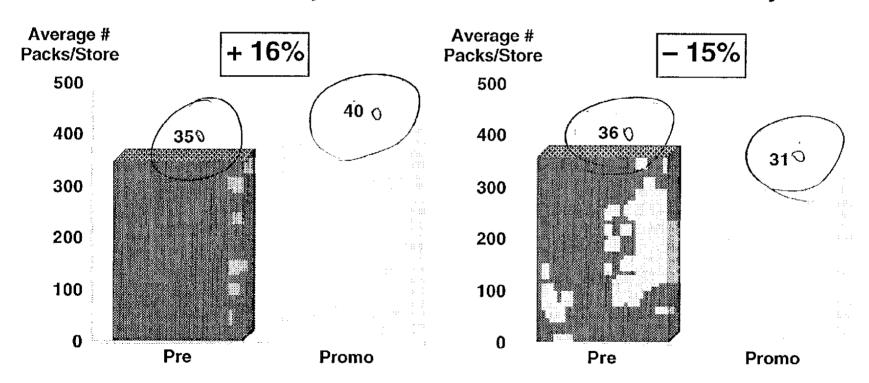
Nancy Lund#29



# **Portland Test Results**

#### **Stores With Buy Down**

#### **Stores Without Buy Down**



Source: Retail Audits - Portland Pack Outlets Through 1/4/93

Graph Slide # 23

Job #CG2841

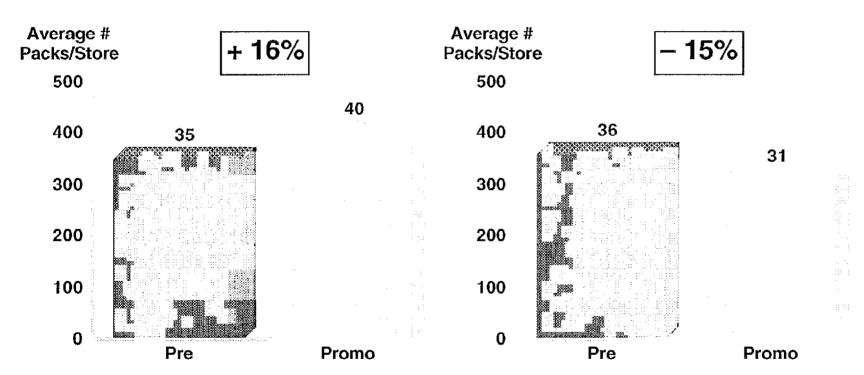
DZH94NOV18

Nancy Lund#29

# **Portland Test Results**

#### **Stores With Buy Down**

#### **Stores Without Buy Down**



Source: Retail Audits - Portland Pack Outlets Through 1/4/93

Graph Slide # 23

Job #CG2841

DZH94NOV18

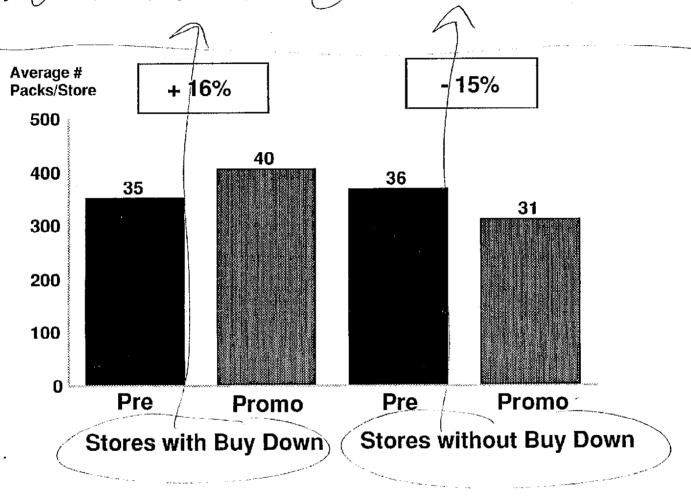
Nancy Lund#29



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Marlboro experienced a sales increase (+16%) in stores promoting (70%), partially offset (-15%) by non-participating stores.



Source: Retail Audits - Portland pack outlets through 1/4/93

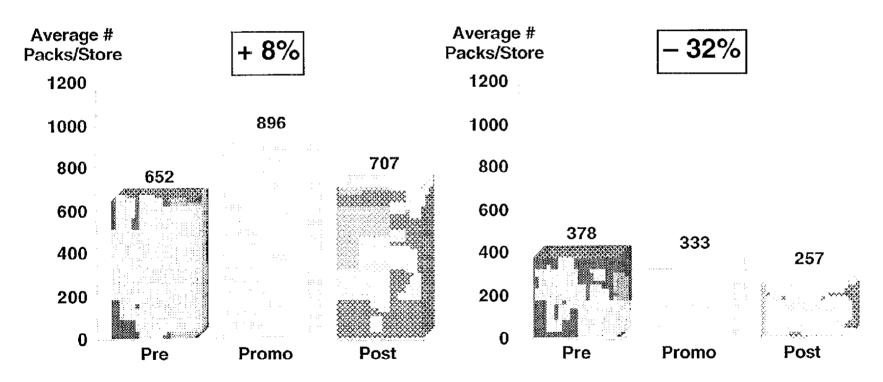
(13)



## **Portland Test Results/Post**

#### **Stores With Buy Down**

#### **Stores Without Buy Down**



Source: Retail Audits - Portland Total Stores Through 1/11/93

Graph Slide # 24

Job #CG2841

DZH94NOV18

Nancy Lund#30

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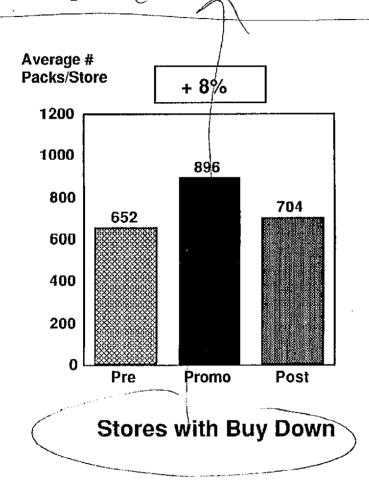


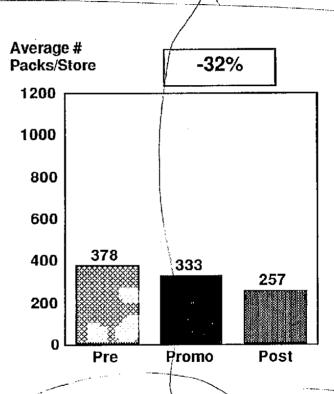
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Portland Test lemets 1 Post

Marlboro sales remained above pre-test levels in stores promoting; declined in







**Stores without Buy Down** 

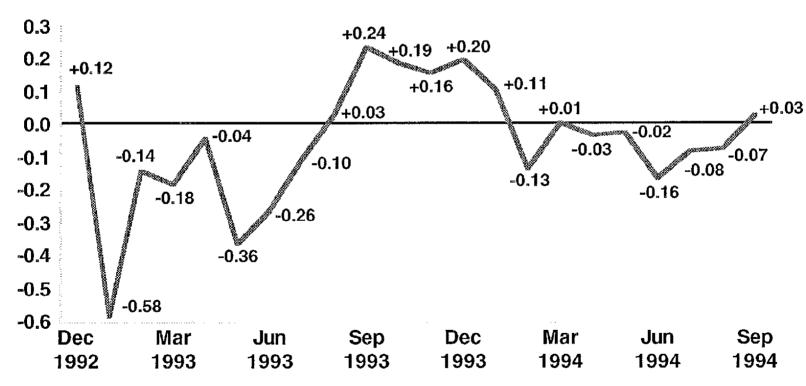
Source: Retail Audits - Portland total stores through 1/11/93





# Other PM Premium Brands Share Change

#### **1MMShare Change**



Source: Integrated Nielsen

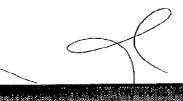
Graph Slide # 25

Job #CG2841

DZH94NOV18

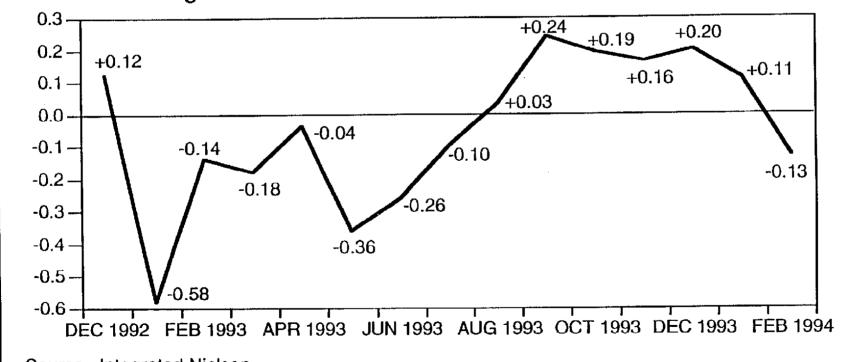
Nancy Lund#95





# Other PM Premium Brands Share Change





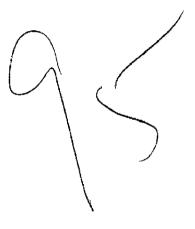
Source: Integrated Nielsen



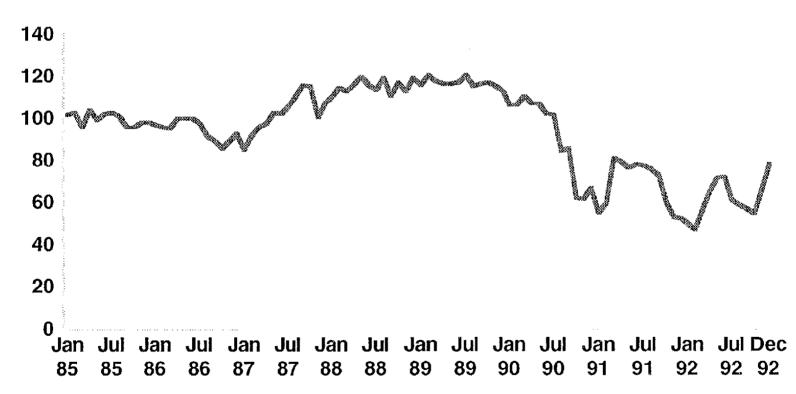




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# **Consumer Confidence Index (1985=100)**



Source: The Conference Board/NFO Research

Graph Slide # 26

Job #CG2841

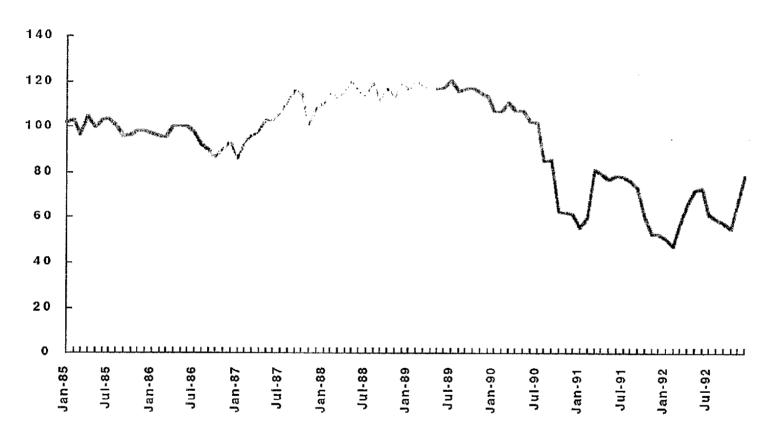
DZH94NOV18

Nancy Lund#6





#### Consumer Confidence Index (1985=100)



SOURCE: THE CONFERENCE BOARD/NFO RESEARCH

5

cns\_cnf.cht/RKH





From Deneen's fax				
	Consumer			
	Confidence			
Jan-85	102			
Feb-85	103.1			
Mar-85	96.1			
Apr-85	104.4			
May-85	99.6			
Jun-85	102.6			
Jul-85	103.2			
Aug-85	100.9			
Sep-85	96			
Oct-85	96.1			
Nov-85	98.1			
Dec-85	98.2			
Jan-86	96.9			
Feb-86	96			
Mar-86	95.1			
Apr-86	100			
May-86	100.2			
Jun-86	100			
Jul-86	97.5			
Aug-86	91.7			
Sep-86	89.7			
Oct-86	85.8			
Nov-86	89.7			
Dec-86	93.2			
Jan-87	85.4			
Feb-87	91.8			
Mar-87	95.8			
Apr-87	97.4			
May-87	103			
Jun-87	102.1			
Jul-87	105.8			
Aug-87	110.7			
Sep-87	115.7			
Oct-87	115.1			
Nov-87	100.8			
Dec-87	107.7			
Jan-88	109.9			
Feb-88	114.9			
Mar-88	112.7			
Apr-88	115.7			
May-88	120.2			



Jun-88	115.7
Jul-88	113.5
Aug-88	119.7
Sep-88	110.7
Oct-88	116.9
Nov-88	112.9
Dec-88	119.4
Jan-89	115.8
Feb-89	120.7
Mar-89	117.4
Apr-89	
May-89	
Jun-89	
Jul-89	
Aug-89	
Sep-89	116.3
Oct-89	
Nov-89	115.1
Dec-89	
Jan-90	
Feb-90	
Mar-90	
Apr-90	
May-90	107.3
Jun-90	102.4
Jul-90	101.7
Aug-90	84.7
Sep-90	85.6
Oct-90	62.6
Nov-90	
Dec-90	
Jan-91	55.1
Feb-91	
Mar-91	81.1
Apr-91	79.4
May-91	76.4
Jun-91	78
Jul-91	77.7
Aug-91	76.1
Sep-91	72.9
Oct-91	
Nov-91	52.7
Dec-91	52.5
Jan-92	50.2
Feb-92	47.3
Mar-92	56.5

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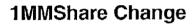


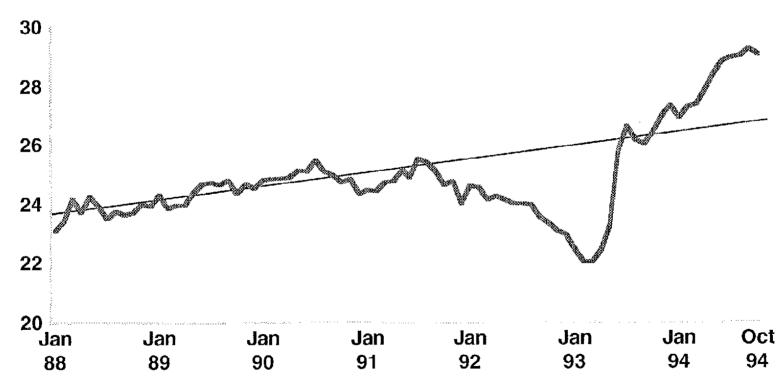
Apr-92	65.1
May-92	71.9
Jun-92	72.6
Jul-92	61.2
Aug-92	59
Sep-92	57.3
Oct-92	54.6
Nov-92	65.6
Dec-92	78.1



# **Marlboro Share**

Total U.S.



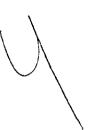


Graph Slide # 27

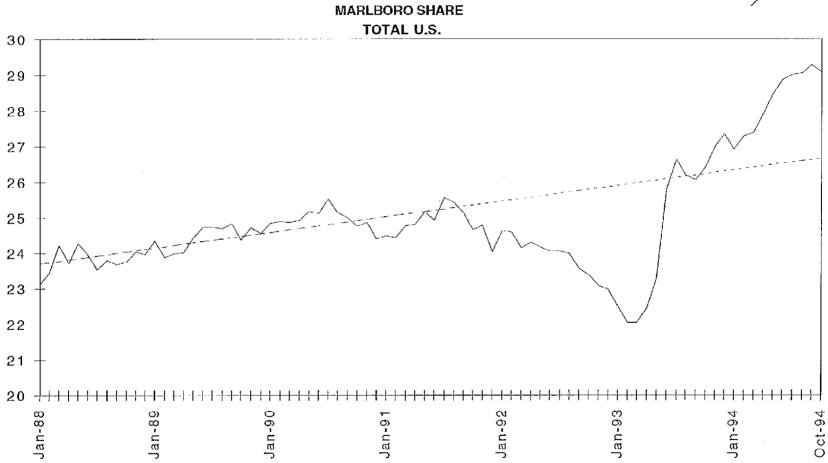
Job #CG2841

RMM94Nov20

Nancy Lund#95

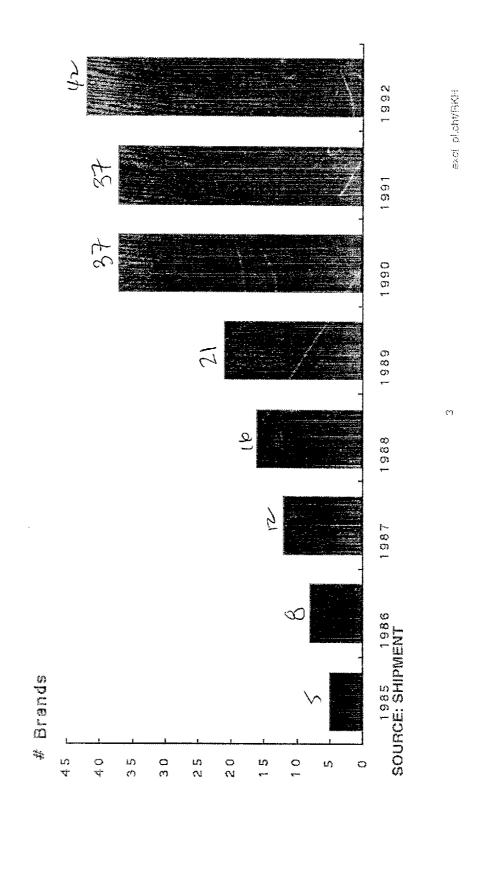






2041675047

# Proliferation of Discount Brands



2041675049

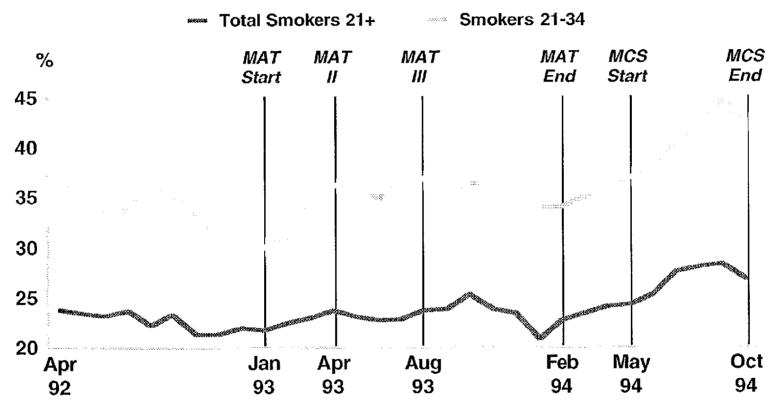
#### Marlboro Trend

	25.13	25.31	25.31	
	24.65		25.35	
	24.78		25.39	
	24.03		25.42	
Jan-92	24.63		25.46	
	24.59		25.50	
	24.15		25.53	
	24.3		25.57	
	24.17		25.61	
	24.04	·	25.64	
	24.05		25.68	
	23.98		25.72	
	23.56		25.75	
	23.38		25.79	
	23.09		25.83	
	22.97		25.86	
Jan-93	22.5		25.90	
0411-05	22.05		25.94	!
	22.04		25.97	
	22.44		26.01	
	23.29		26.05	
	25.29		26.08	
	26.63		26.12	: :
	26.63			<u> </u>
			26.16	
	26.05		26.19	
	26.41	<u> </u>	26.23	<u> </u>
	26.98		26.27	<u> </u>
1 01	27.35		26.30	
Jan-94	26.92		26.34	
	27.29		26.38	
	27.39		26.41	
	27.9		26.45	
	28.46		26.49	
	28.85		26.52	
	29.01		26.56	
	29.05		26.60	
	29.27		26.63	
Oct-94	29.08		26.67	

Page 2

### **Marlboro Popularity**

% of Smokers Citing Marlboro as a Brand Growing in Popularity



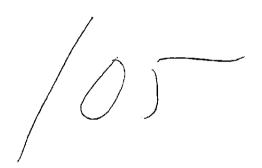
Brand Awareness, Advertising and Image Tracking Study on a 3 Month Rolling Basis

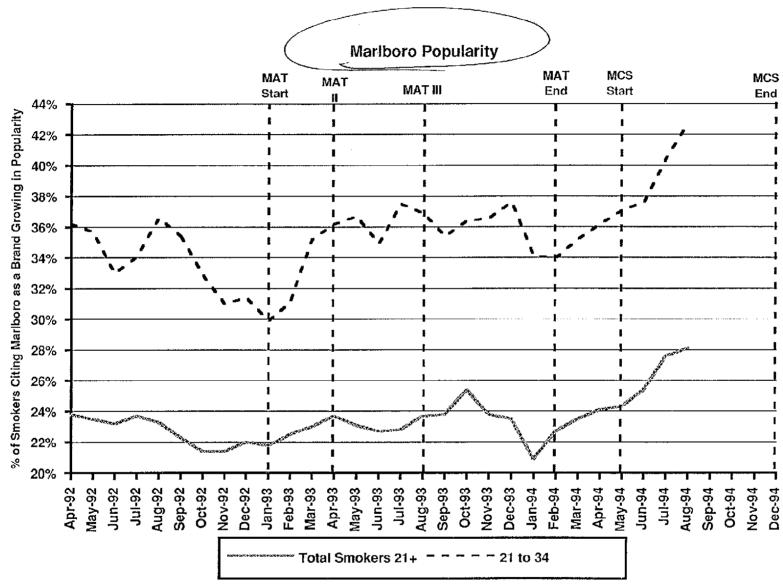
Graph Slide # 28

Job #CG2841

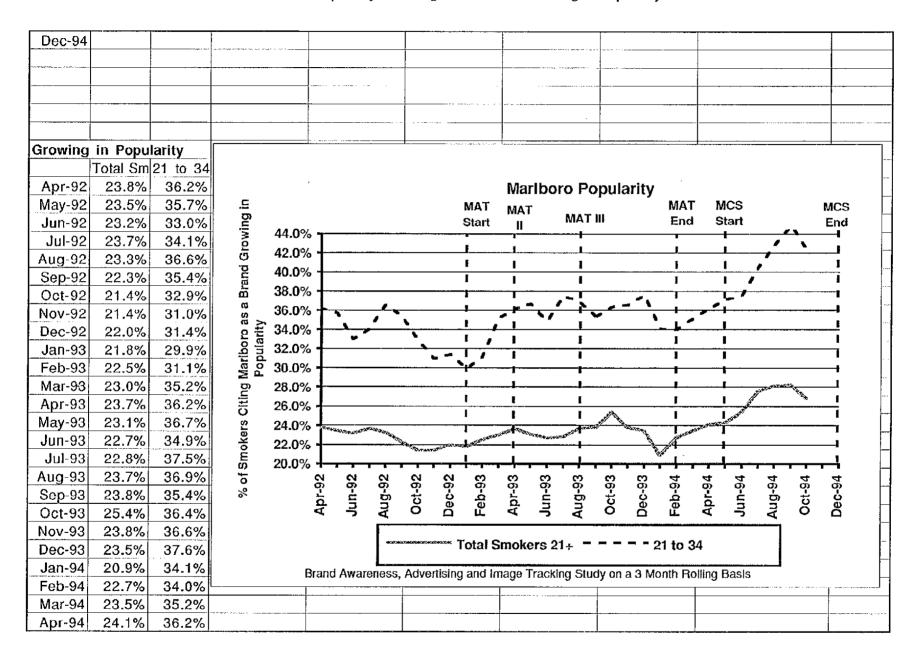
RMM94Nov20

Nancy Lund#95





Brand Awareness, Advertising and Image Tracking Study on a 3 Month Rolling Basis



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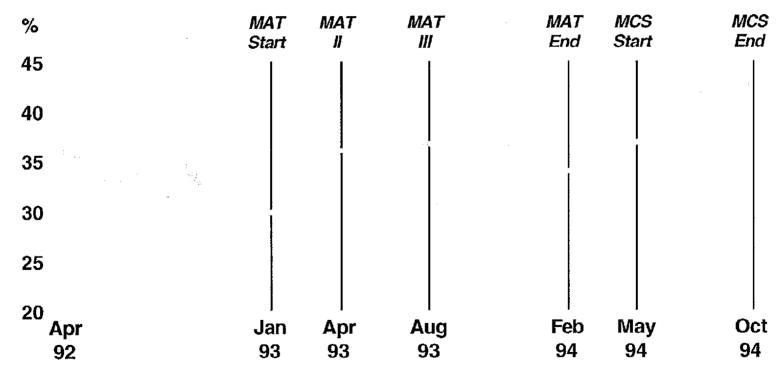
#### Marlboro Popularity: % Citing Marlboro as "Growing in Popularity"

May-94	24.3%	37.1%					
Jun-94	25.4%	37.6%				 	
Jul-94	27.6%	40.5%					
Aug-94	28.1%	42.8%					
Aug-94 Sep-94	28.3%	44.9%					
Oct-94	26.8%	42.4%					
Nov-94				 			
Dec-94							



# Consumers Perceive Marlboro To Be a Brand Growing in Popularity

Smokers 21-34



Brand Awareness, Advertising and Image Tracking Study on a 3 Month Rolling Basis

Graph Slide # 29

Job #CG2841

RMM94Nov21JG

Nancy Lund#95

**Consumers Perceive Marlboro** To Be a Brand Growing in Popularity subtitle Smokers 21-34 **Total Smokers 21+** MCS MAT MCS MAT MAT MAT % **End** III**End** Start Start 45 40 35 30 25 20 Oct Feb May Jan Apr Aug Apr 94 94 94 93 93 93 92

Brand Awareness, Advertising and Image Tracking Study on a 3 Month Rolling Basis

Graph Slide # 29

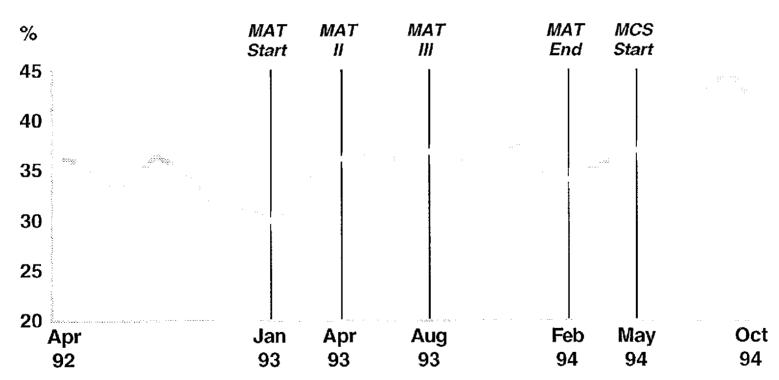
Job #CG2841

RMM94Nov20

Nancy Lund#95

## Consumers Perceive Marlboro To Be a Brand Growing in Popularity

Smokers 21-34



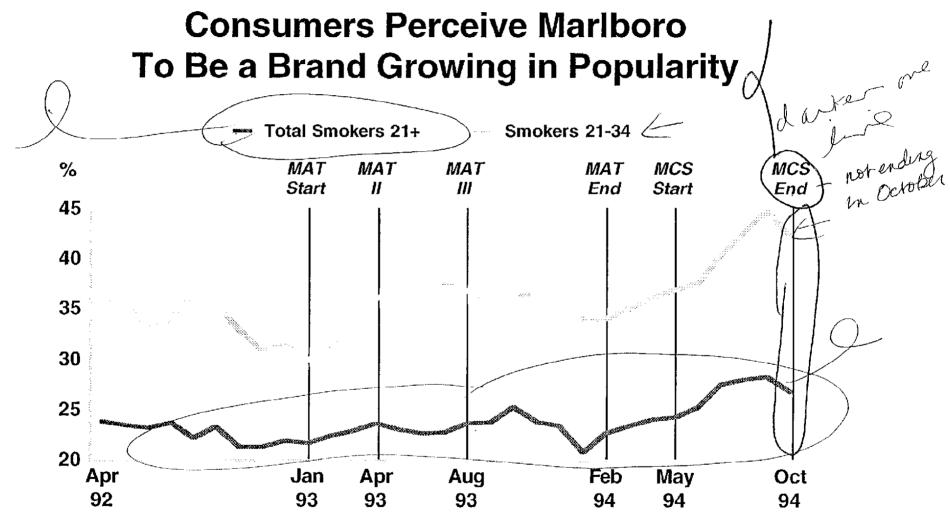
Brand Awareness, Advertising and Image Tracking Study on a 3 Month Rolling Basis

Graph Slide # 29

Job #CG2841

RMM94NOV22DZH

Nancy Lund#95



Brand Awareness, Advertising and Image Tracking Study on a 3 Month Rolling Basis

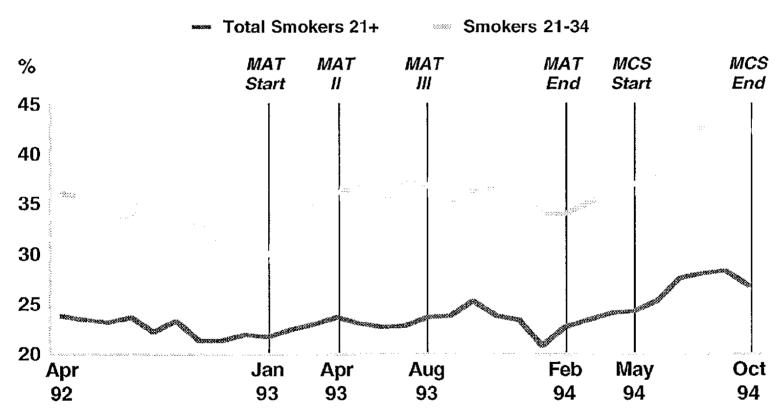
Graph Slide # 29

Job #CG2841

RMM94Nov20

Nancy Lund#95

# Consumers Perceive Marlboro To Be a Brand Growing in Popularity



Brand Awareness, Advertising and Image Tracking Study on a 3 Month Rolling Basis

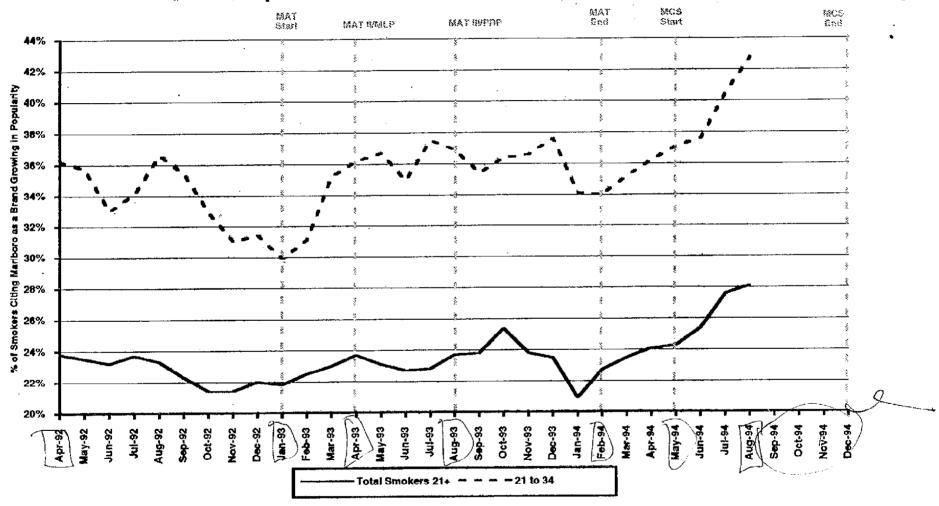
Graph Slide # 29

Job #CG2841

RMM94Nov20

Nancy Lund#95

#### Consumers perceive Marlboro to be a brand growing in popularity



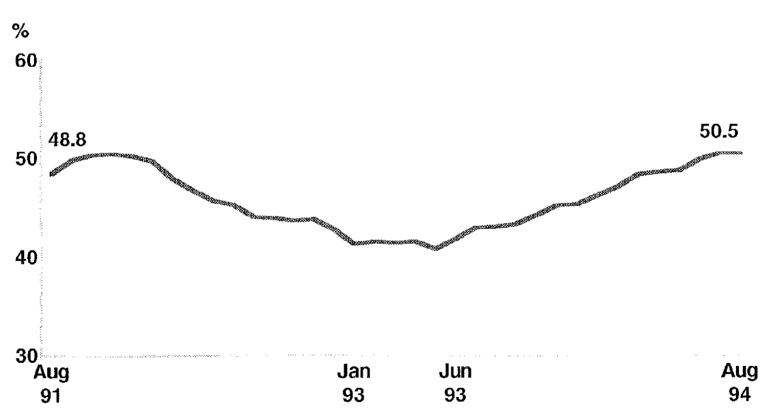
Brand Awareness, Advertising and Image Tracking Study on a 3 Month Rolling Basis

490949140Z

Growing	in Po	pularity
	Total S	m 21 to 34
Apr-92	0.238	0.362
May-92	0.235	
Jun-92		0.330
Jul-92	0.237	0.341
Aug-92	0.233	0.366
Sep-92	0.223	
Oct-92	0.214	
Nov-92	0.214	0.310
Dec-92	0.220	
Jan-93	0.218	
Feb-93	0.225	
<u> Mar-93</u>	0.230	
Apr-93	0.237	
May-93	0.23	
Jun-93	0.22	<del></del>
<u>Jul-93</u>	0.228	
Aug-93	0.237	
Sep-93	0.238	
Oct-93	0.254	
Nov-93	0.238	
Dec-93	0.235	
Jan-94	0.209	
Feb-94	0.22	
Mar-94	0.238	0.352
Apr-94	0.24	
May-94	0.240	
Jun-94	0.254	1 0.376
Jul-94	0.276	0.405
Aug-94	0.28	
Sep-94		
Oct-94		0.424
Nov-94		
<del>Dec-94</del>	<b>A</b> 1 .	01 314

added 2 mor





Source: Smoker Tracking Study - 6MM June 1994

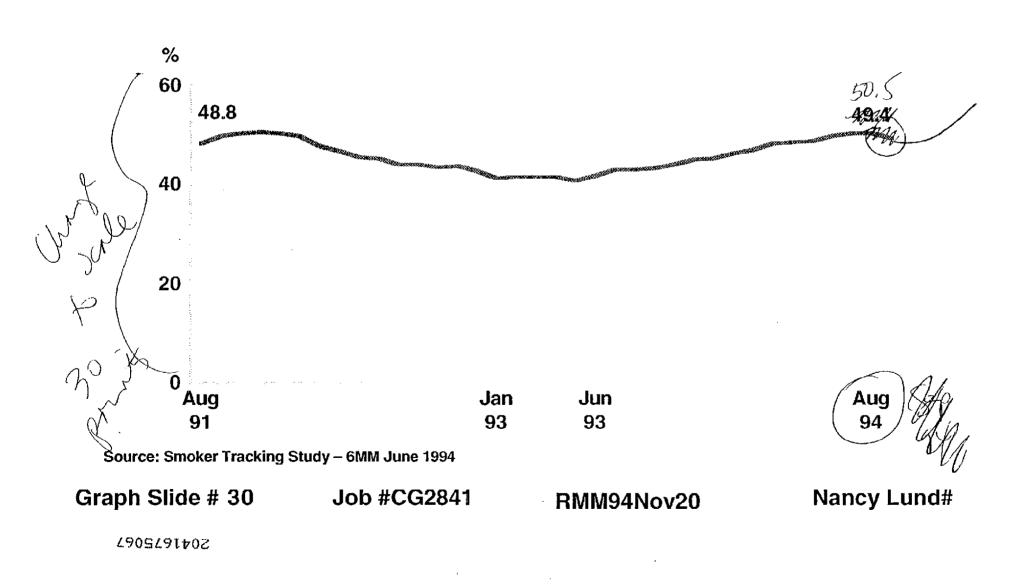
Graph Slide # 30

Job #CG2841

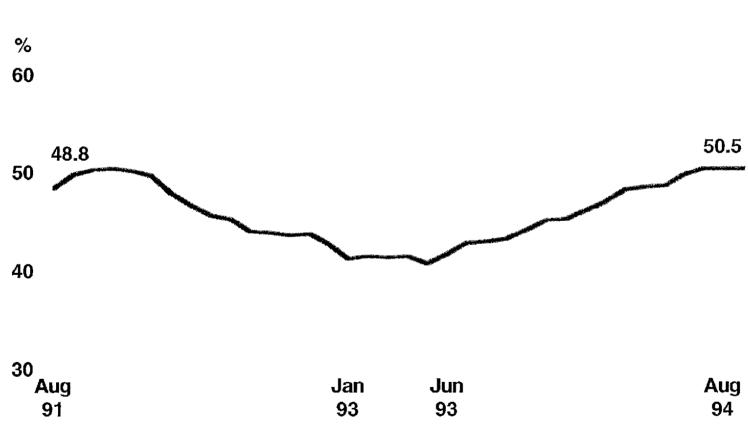
RMM94NOV22DZH

Nancy Lund#





Source: https://www.industrydocuments.ucsf.edu/docs/ykpx0003



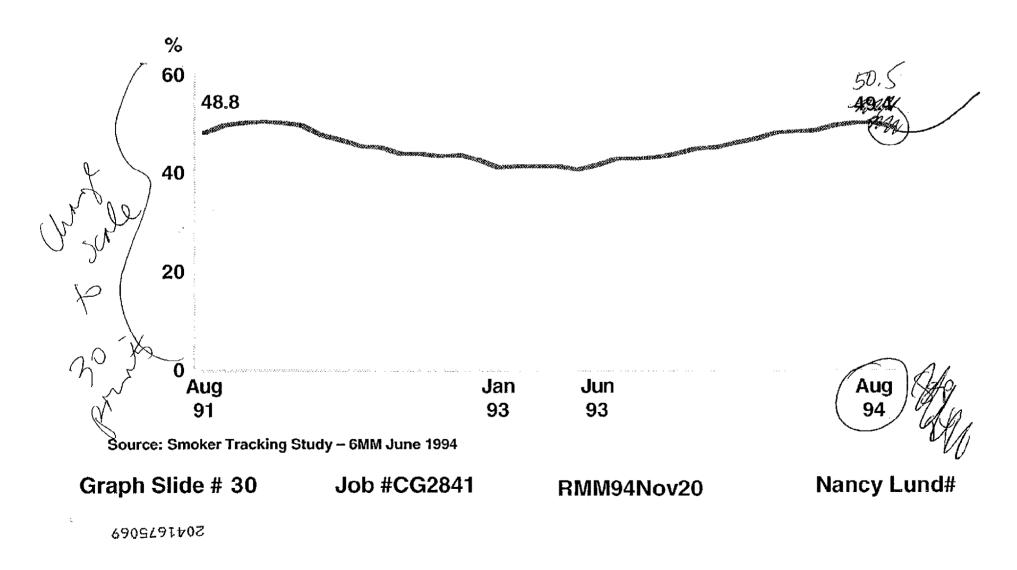
Source: Smoker Tracking Study - 6MM June 1994

Graph Slide # 30

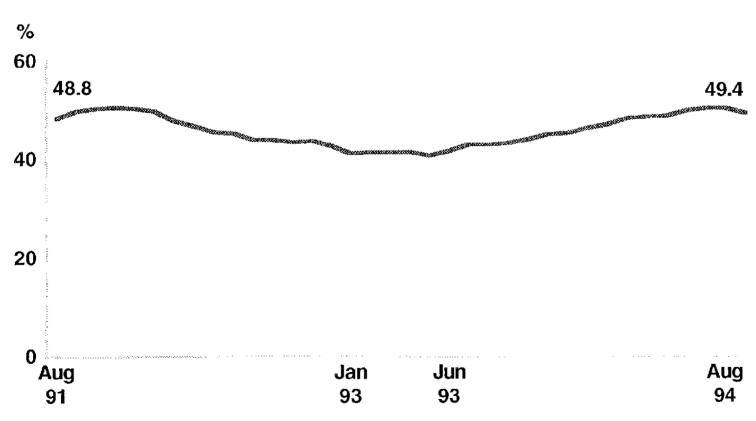
Job #CG2841

RMM94Nov21JG

Nancy Lund#



Source: https://www.industrydocuments.ucsf.edu/docs/ykpx0003



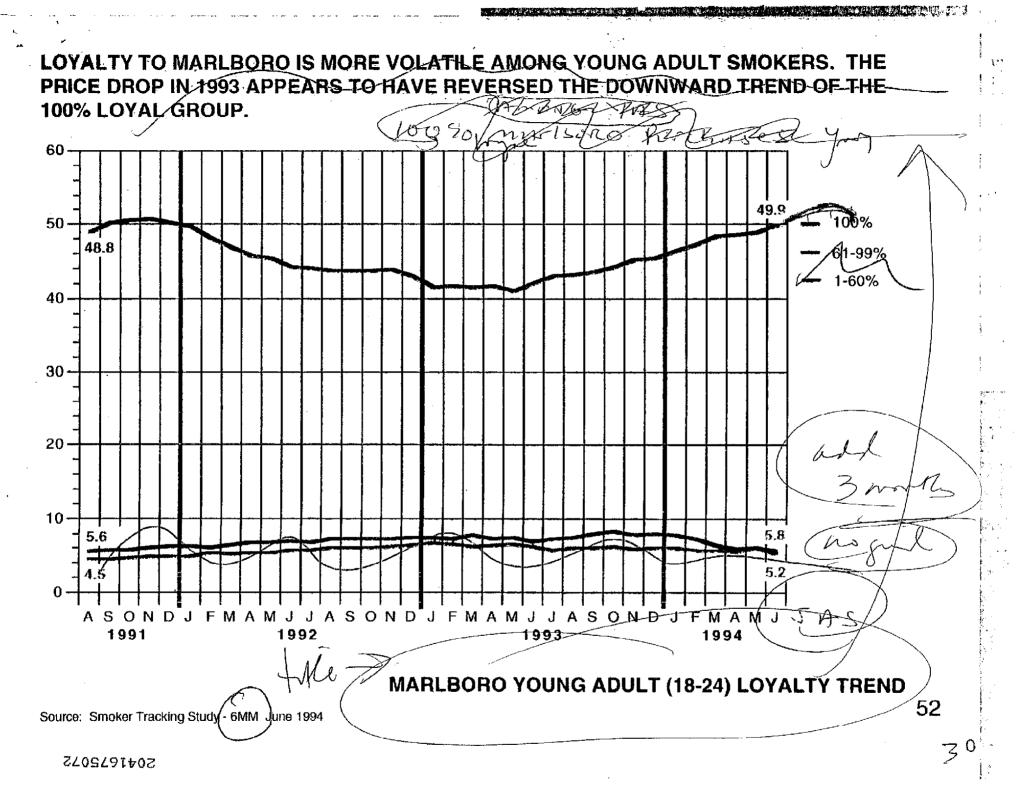
Source: Smoker Tracking Study - 6MM June 1994

Graph Slide # 30

Job #CG2841

RMM94Nov20

Nancy Lund#





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<b>166-1</b> ₹	995	782	60£	LTE	96 <b>Z</b>
	9.2	L.2	۲.2	1.3	1.9
<b>366-319</b>	9 <b>4</b> 7	est	89T	SLI	E9T
	9.4	4.7	8.1	6.A	6.3
309-3T		133	TPT	142	EET
		6.61	*·05	9.02	E. 02
\$00T			<b>1671</b>		2362
	G. £	e.s	0.€	₹.€	T'E
%56-%T9	7.2	EL	88	76	58
	31€	6.5	2.7	6 ° E	g " E
<b>108-419</b>	¥L	GZ	08	EB	08
	1,5	I.E	7.2	0.5	o.s
409-4TP	<b>5</b> 5	68	29	65	23
	0.t	1"1	£.£	5.1	9°7.
27 <i>F</i> -40#	36	DE	8£	23	43
	2.I	3°2	P.I	P'T	
402-4T	<b>6</b> E	O¥	7.5	ፒታ	8E
	£.14	7.65	\$9-3	<b>₽.8€</b>	7.BE
*0	STOL	EGOL	65TT	60TT	TOES
*E5Y&	<b>7604</b>	3226	6562	3882	0692
	TG	T6	<b>T6</b>	T6	<b>76</b>
	ĐƯA	3 <b>2</b> 3	230	MON	DEC

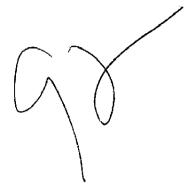
YOR T8-54

Lilter:

Meight mater a

PERCENT OF TOTAL PACKS BORGET THAT WERE MARIBORO
VOLUMETRICS - WAR ST TO SEPTEMBER 54 (SEP-OCT 92 EXCLUDED)

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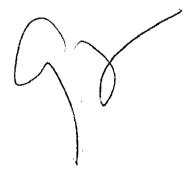


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	2.11	5.11	9.11	12.2	E, EI	9751	292 13,6	3.21 13.2	OSE B,er	BEE 6.EL
\$66- <b>\$</b> I	282	784	283	784	282	79 <u>5</u>	606	3 54		
	6.3	T'9	<b>)</b> - 9	8.2	0.0	6.9	8.8	£	7.2	S.T
<b>166-11</b> 9	Te0	TST	SST	6ST	LST	<b>E91</b>	ZST	ELT	£71	£8I
	6.4	₽"S	6.2	7.2	**S	L'S	8.2	0.9	2.9	<b>)</b> • 9
109-11	SZT	EET	138	SZT	132	SET	132	143	CYI	SST
	8.64	0.82	8,35	4.24	J.Sh	T. b.	0.15	4.64	6. 23	42.9
<b>₩</b> DOT	6921	1182	Tell	POOT	1042	TOT	Tote	opot	OSOT	TOTE
	6.6	3.2	<b>₽</b> ,E	9.E	9,€	€.€	#,E	2.5	7.5	8.€
%56-%T8	£8	OB	83	₽8	<b>E</b> 8	26	88	E6	68	26
	0.5	6°Z	0.E	2.5	3.2	0.5	0.€	₽·E	s't	3.7
%08~% <b>T</b> 9	LL	TL	7.2	SL	14	٥L	69	08	€8	I.E.
	3.1	<b>5</b> .5	6,5	3,5	3'2	8.Z	8.5	2.5	r, s	8.5
%09~%T%	)S	69	LS	65	58	99	<b>F</b> 9	65	<b>†</b> 9	69
	C.L	<b>∌</b> *τ	P. Z	E,£	<b>₽</b> *T	S'T	T.I	6'T	6'T	e.I
%07-%TE	FE	56	EE	τε	EE	32	66	94	97	**
	5.1	9.1	9.1	s.t	5.5	<b>7.4</b>	9'T	9°T	9°T	L'I
7#-50#	LΣ	33	39	32	<b>₽</b> €	<b>P</b> E	35	ΣĒ	86	23
	0-65	9.03	9°T\$	43°I	4.24	43.2	A. 64	T.E.	42.8	43.2
*0	£66	T003	OTOT	T25	ELG	LTOT	POGT	TOT	PEOT	ESOT
-15¥%	32 <del>4</del> 1	1472	3430	5329	2552	3323	3316	2382	<b>3394</b>	<b>5</b> €92
	76	85	76	28	<b>č</b> 6	26	56	56	56	26
	REC	BER	MAR	8a <b>v</b>	XVX	RIDC	205	<b>VDQ</b>	AOM	DEC

Weight matrix 1

DESCENT ON TOTAL PACKS BOUGHT THAT WERE MARIBORD AOFCHELEICZ - MAR 31 TO SEPTEMBER 94 (SEP-OCT 92 MECLODED)



9- <b>%</b> T	
<b>100</b> 1	
-%18	
-379	
-473	
<b>378</b> -	
7 <i>8</i> -5	
<b>3</b> 0	
eyer	
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15:47 No.013

466-4	348 E.al	SCC B.E.L	342 74.0	3.E£	242 0.41	e.ei	02£ 0.££	TEE 2.et	0°9T 723	S°PT S9E	3.61 3.61	53E 1.41
	5. <i>L</i>	£.7	r.r	۶.۲	S*L	6-9	£.7	514	6. <i>T</i>	E.8	<b>6.</b> 7	018
<b>\$66-\$1</b>	183	9LT	28I	SAT	FOT	<b>768</b>	LLT	<b>LST</b>	66T	90Z	96T	202
	<b>e•</b> •	2.9	E. a	¥*9	6.5	€.9	8.2	0,9	T-9	E.3	6.8	0.8
109-1	SOT	9ST_	VST	9ST	6ST	EST	T#3	OST	EST	651	6#T	SSI
*00	).I) 6101	2.60 41.6	1013	9'T)	40.9	41.9 1022	1063	F.EA	P'EP 050T	2.23	2.23 65.2	9°57 9977
400												
1.55-1.7	9°E	Ι-Ε C/	3.2	£7 6.£	₽4 ₽4	7.2 55	24 0.E	28 ♣,£	£6 7.€	0°¥ TQT	8°€	207.
\$66-\$T	78	SL	LL	t2	74	2.7	34	40	••		_	
	6, E	4.2	5 <b>.</b> F	€.3	5.£	£.2	1.4	I.A	2,4	2.4	6 E	I.A
\$08~ <b>%</b> T	96	TOT	TII	TOZ	OTT	TOT	TOS	TOT	90T	T02	66	SOT
	0, ε	7.5	3.5	8.2	8.5	۲.2	5°2	8.2	5.9	5"8	3.5	7.5
109-4T	<b>V</b> L	<b>5</b> 9	<b>29</b>	89	89	99	29	04	7.7	27	99	69
	6*7	6°T	6'T	0-£	0.S	Z.Z	6°T	8'T	4.1	9"T	5'T	P'T
409-4T	97	9)	47	8)	OS	20	97	59	42	07	33	7£
	9°T	6°T	8°T	9'T	4°T	S'T	F'T	₽.1	9~T	6.I	L'T	6°T
\$0 <b>2</b> -\$7	S)	57	57	97	T.	45	SE	35	e£	LY	**	<b>67</b>
	E.40	9***	5'59	4.33	T'5}	6.52	0.44	6-6}	9.53	E'TF	2°7#	5.0A
30	280I	ELOT	860.I	SECT	LOTT	¥60T	1088	640T	Q Z Q T	1038	LTOT	T042
-iver-	3440	5402	5443	7445	3423	4672	7.43.T	965E	ZZZZ	9TSZ	3243	\$492
	£6	56	EG	E6	E6	£6	66	£6	£6	56	86	66
	MATC	6334	MAR	YBK	KYX	MOG	anc	DOT	ger.	1200	ZOA	DEC

SONTONE SHINOR 9

FCE 78-54

Welght matrix 1

HEGISTR - ENTR SIXT

PERCENT OF TOTAL PACKS BOUGHT THAT WERE MARLEORD

VOLUMETRICS - MAR 91 TO SEPTEMBER 94 (SEP-OCT 92 EXCLUDED)

2 P Pages

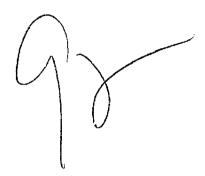


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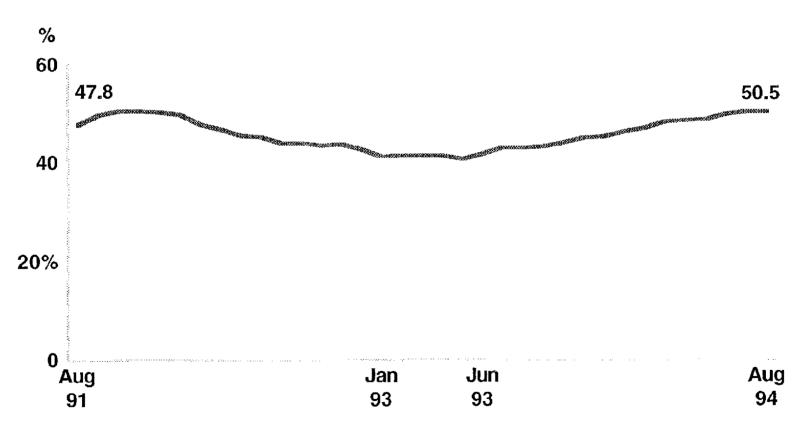
VOLUMETRICS - MAR 91 TO SEPTEMBER 94 (SEP-OCT 92 EXCLUDED)
PERCENT OF TOTAL PACKS BOUGHT THAT WERE MARLBORO
AXIS NAME = MARLPER
Weight Eatrix 1
Filter:

AGE 18-24

	6 1401	ALLE RED	ING :										
	SEP	OCT	NOV	DRC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
	93	93	93	93	94	94	94	94	94	94	96	94	94
							*			~			<i>7</i> =
Blue=	2512	2516	2542	2575	2564	2552	2571	2585	2594	2541	2530	2570	2524
0%	1070	1038	1047	1045	1027	1013	1013	1034	2018	992	976	984	992
	42.6	41.3	41.2	40.6	40.1	39.7	39.4	40.0	39.2	39.0	38.6	38.3	39.3
14-204	39	47	44	49	52	<b>52</b>	51	48	50	46	48	49	45
	1.6	1.9	1.7	1.9	2.0	2.0	2.8	1.9	1.9	1.8	1.9	1.9	1.8
214-40%	42	40	39	37	37	36	<b>J</b> 5	37	3.9	39	37	43	40
	1.7	1.6	1.5	1.4	1.4	1.4	1.4	1.4	1.5	1.5	1.5	1.7	1,6
414-60k	72	72	66	6.5	64	61	62	57	66	52	64	63	67
	2.9	2.9	2.6	2.7	2.5	2.4	2.4	2.2	2.5	2.4	2.5	2.5	2.7
621-801	106	105	99	105	100	98	83	79	77	65	61	62	61
	4.2	4.2	3.9	4.1	3.9	3.8	3.2	3.1	3.0	2.6	2.4	2.4	2.4
814-99%	93	101	97	102	98	87	82	74	79	68	66	72	71
	3.7	4.0	3.8	4.0	3.8	3.4	3.2	2.9	3.0	2.7	2.6	2.8	2.8
1004	1090	1113	1150	1168	1186	1205	1245	1256	1265	1269	1278	1297	1248
	43.4	44.2	45.2	45.4	46.3	47.2	48.4	48.6	48.4	49.9	50.5	50.5	49.4
11-601	153	159	149	155	153	149	148	142	155	147	149	155	152
	6.1	6.3	5.9	6.0	6.Q	5.8	5.8	5.5	6.0	5.4	5.9	6.0	6.0
613-993	199	206	196	207	198	185	165	153	156	133	1.27	134	132
	7.9	8.2	7.7	<b>\$.</b> 0	7.7	7.2	6.4	5.9	6.0	5.2	5.0	, <b>5.2</b>	5.2
11-991	352	365	345	362	351	334	313	295	311	280	276	289	284
	14.0	14.5	13.6	14.1	13.7	13.1	12.2	21.4	12.0	11.0	10.9	11.2	11.3



#### Marlboro Young Adult (18-24) Loyalty Trend



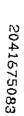
Source: Volumetrics - 6MM Aug 1994

Graph Slide # 31

Job #CG2841

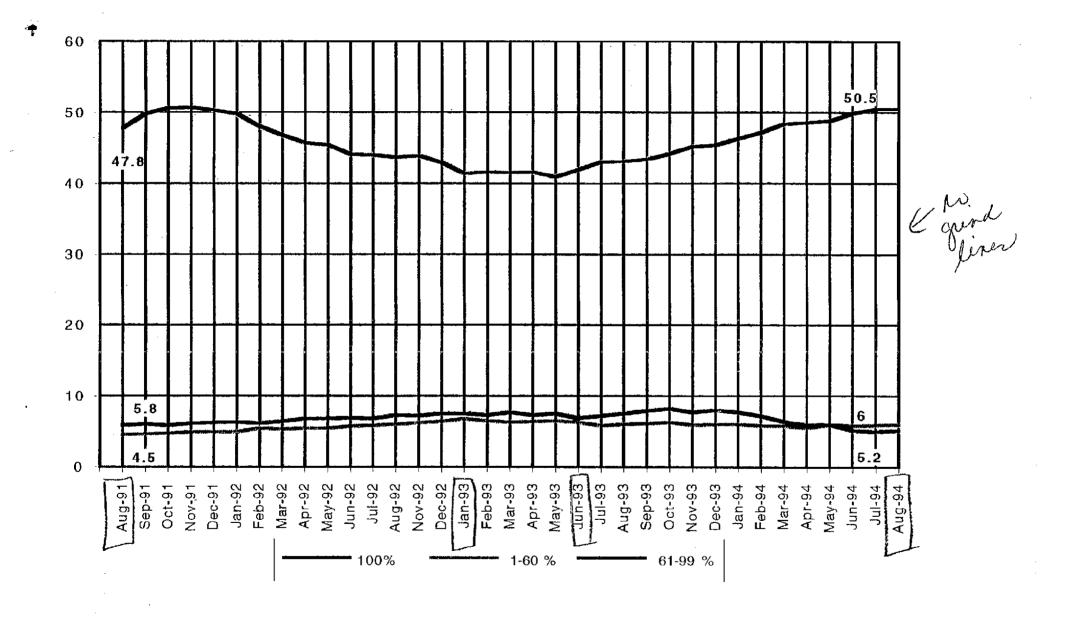
RMM94Nov20

Nancy Lund#





### LOYALTY TO MARLBORO IS MORE VOLATILE AMONG YOUNG ADULT SMOKERS. THE PRICE DROP IN 1993 APPEARS TO HAVE REVERSED THE DOWNWARD TREND OF THE 100% LOYAL GROUP.



Source: Volumetrics - 6MM Aug 1994

MARLBORO YOUNG ADULT (18-24) LOYALTY TREND

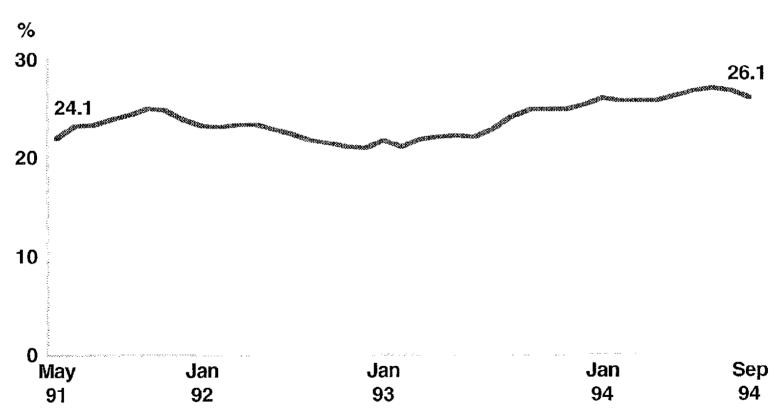
2041675084



## on X Axis, only type out Aug 91, JAN 93, June 93, , and Aug 94.

FILTER:		:	
YOUNG ADULTS 18-24		<u> </u>	
	100%	1-60 %	61-99 %
			·
Aug-91	47.80	4.50	5.80
Sep-91	49.80	4.60	6.00
Oct-91	50.60	4.70	5.80
Nov-91	50.70	4.90	6.10
Dec-91	50.30	4.90	6.20
Jan-92	49.80	4.90	6.30
Feb-92	48.00	5.40	6.10
Mar-92	46.80	5.30	6.40
Apr-92	45.70	5.40	6.80
May-92	45.40	5.40	6.80
Jun-92	44.10	5.70	6.90
Jul-92	44.00	5.80	6.80
Aug-92	43.70	6.00	7.30
Nov-92	43.90	6.20 <sup>!</sup>	7.20
Dec-92	42.90	6.40	7.50
Jan-93	41.40	6.80	7.50
Feb-93	41.60	6.50	7.30
Mar-93	41.50	6.30	7.70
Apr-93	41.60	6.40	7.30
May-93	40.90	6.50	7.5C
Jun-93	41.90	6.30	6.90
Jul-93	43.00	5.80	7.20
Aug-93	43.10	6.00	7.50
Sep-93	43.40	6.10	7.90
Oct-93	44.20	6.30	8.20
Nov-93	45.20	5.90	7.70
Dec-93	45.40	6.00	8.00
Jan-94	46.30	6.00	7.70
Feb-94	47.20	5.80	7.20
Mar-94	48.40	5.80	6.40
Apr-94	48.60	5.50	5.90
May-94	48.80	6.00	6.00
Jun-94	49.90	5.80	5.20
Jul-94	50.50	5.90	5.00
Aug-94	50.50	6.00	5.20

#### **Marlboro Loyalty Trend**



Source: Smoker Tracking Study - 3MM June 1994

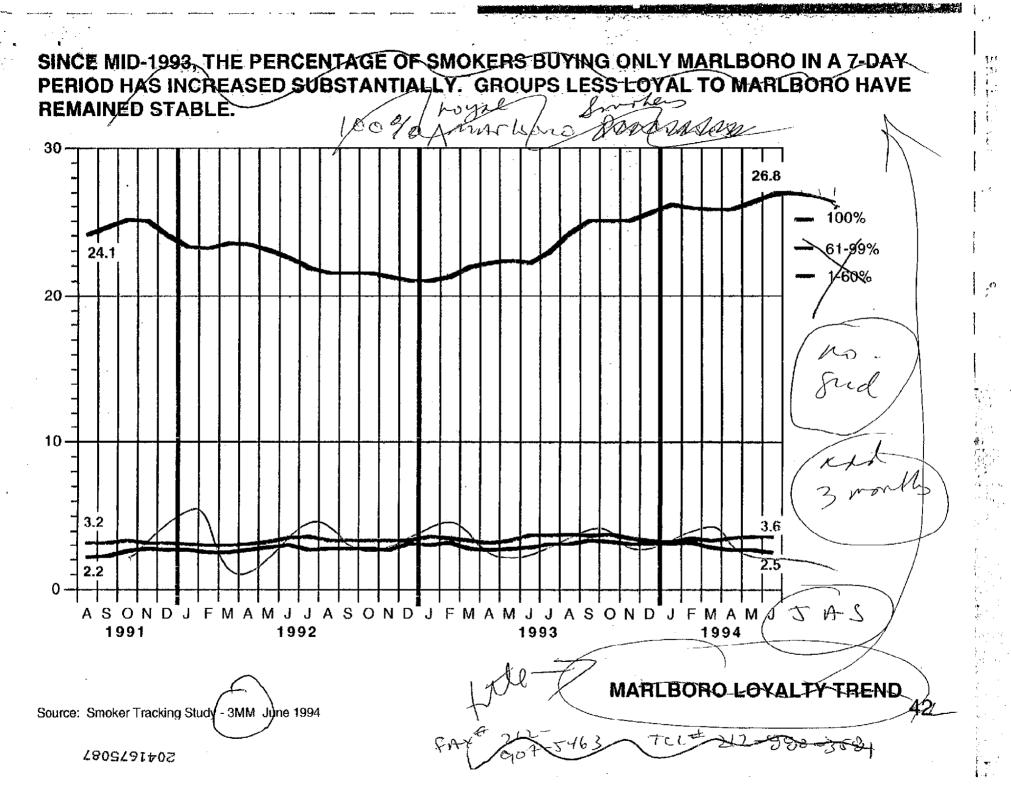
Graph Slide # 32

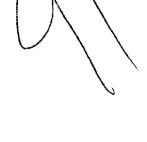
Job #CG2841

RMM94Nov20

Nancy Lund#







VOLUMETRICS - MAR 91 TO SEPTEMBER 94 (SEP-OCT 92 EXCLUDED)
PERCENT OF TOTAL PACES BOUGHT THAT WERE MARLBORO
AXIS NAME = MARLPER
Weight matrix 1

	3 MO	NTHS END	ING:					
	MAY	KOL	Jos	ADG	SEP	ОСТ	MOV	DEC
	91	91	91	91	91	91	91	91
	<b>N</b>							
Base-	8031	10024	12029	11023	10031	9024	9023	9032
0%	5839	7162	8602	7768	7022	6215	6227	6328
	72.7	71.4	71.5	70.7	70.0	68.9	69.0	70.1
14-204	92	215	138	126	122	113	126	124
	1.1	1.1	1.1	1.1	1.2	1.3	1.4	1.6
21%-40%	46	65	83	101	97	92	70	64
	0.6	0.6	0.7	0.9	1.0	1.0	0.8	0.7
<b>413-60%</b>	74	102	122	119	104	99	97	103
	0.9	1.0	1.0	1.1	1.0	1.1	1.1	1.1
613-80%	106	115	118	110	204	103	110	117
	1.3	1.1	1.0	1.0	1.0	1.1	1.2	1.3
81%-99%	105	134	140	1.29	121	133	140	131
	1.3	1.3	1.2	1.2	1.2	1.5	1.6	1.5
100%	1769	2331	2926	2650	2462	2269	2253	2165
	22,0	23.3	23.5	24.0	24.5	25.1	25.0	24.0
1 <b>%</b> -60%	212	282	343	346	322	304	293	291
	2.6	2.8	2.9	3.1	3.2	3.4	3.2	3.2
611-991	211	249	258	239	225	236	250	248
	2.6	2.5	2.1	2.2	2.2	2.6	2.5	2.7
24-994	423	531,	601	585	547	540	543	539
	5.3	5.3	5.0	5.3	5.5	6.0	6.0	6.0



VOLUMETRICS - MAR 91 TO SEPTEMBER 94 (SEP-OCT 92 EXCLUDED)
PERCENT OF TOTAL PACKS BOUGHT THAT WERE MARLBORO
AXIS WAME = HARLPER
Weight matrix 1

3 MONTHS ENDING:

	•									
								-*		
	Jan	Pen	MAR	APR	MAY	Jun	JUZ	AUG	you	DEC
	92	92	92	92	92	92	92	92	92	92
					~					~ = =
Base-	9078	9118	9231	9108	9087	9088	9081	9088	9073	9067
0%	6439	6507	6487	6450	6429	6456	6532	6571	6593	6569
	70.9	71.4	71.0	70.8	70. <b>7</b>	71.0	71.9	72.3	72.7	72-4
11-204	116	93	97	102	119	124	127	131	121	119
	1.3	1.0	1.1	1.1	1.3	1.4	1.4	1.4	2.3	1.3
215-40%	61	71	71	72	86	83	63	66	72.	68
	0.7	0.8	0.8	0.8	0.9	0.9	0.9	0.7	0.0	0.7
41%-60%	102	110	105	105	96	109	113	114	112	219
	1,1	1.2	1.1	1.2	1.1	1.2	1.2	1.3	1.2	1.3
614-804	120	107	101	104	107	113	106	118	123	136
	1.3	1.2	1.1	1.1	1.2	1,2	1.2	1.3	1.4	1.5
01%-99%	123	117	128	140	156	159	139	136	124	149
	1.4	1.3	1.4	1.5	1.7	1.7	1.5	1.5	1.4	1,6
100%	2117	2213	2142	2135	2094	2044	1982	1952	1928	1967
	23.3	23.2	23.5	23.4	23.0	22.5	21.8	21.5	21.2	21.0
1 <b>1</b> -60 <b>1</b>	279	274	273	279	301	316	323	311	305	306
	3.1	3.0	3.0	3.1	3.3	3.5	3.6	3.4	3-4	3.4
614-994	243	224	229	244	263	272	245	254	247	285
	2.7	2.5	2.5	2.7	2.9	3.0	2.7	2.8	2.7	3.1
14-994	522	498	502	523	564	588	568	565	552	591
	5.0	5.5	5.5	5.7	6.2	6.5	6.3	5.2	6.1	6.5



VOLUMETRICS - MAR 91 TO SEPTEMBER 94 (SEP-OCT 92 EXCLUDED)
PERCENT OF TOTAL PACES BOUGHT THAT WERE MARLBORO
AXIS MAME = MARLPHR
Weight matrix 1

Page 1

	3 MO1	fies end	ING:									
	JAH	Peb	MAR	APR	May	JUDI	JUL	AUG	SEP	OCT	MOV	
	93	93	93	93	93	93	93	93	93	93	93	93 93
											7.5	
BASE=	9055	9053	9067	9074	9086	9083	9092	9094	9082	9078	9075	9072
04:	6560	6524	6523	6516	6502	6467	6391	6261	6175	6166	6211	6170
	72.4	72.1	71.9	71.8	71.6	71.2	70.3	68.8	68.0	67.9	68.4	68.0
18-20%	110	114	110	105	103	113	118	119	117	127	128	118
	1.2	1.3	1.2	1.2	1.1	1.2	1.3	1.3	1.3	1.4	1.4	1.3
214-404	80	81	86	77	72	78	87	39	103	103	86	76
	0.9	0-9	0.9	0.8	0.8	0.9	1.0	1.1	1.1	1.1	0.9	0.8
418-60%	233	11.9	111	110	131	142	134	127	112	114	105	117
	1.5	1.3	1.2	1.2	1.4	1.6	1.5	1.4	1.2	1.3	1.2	1.3
614-80%	136	151	143	138	135	145	153	150	150	145	139	145
	1.5	1.7	1.6	1.5	1.5	1.6	1.7	1.6	1.7	1.6	1.5	1.6
814-994	137	142	111	110	115	121	126	133	158	158	141	132
	1.5	1.6	1.2	1.2	1.3	1.3	1.4	1.5	1.7	1.7	1.6	1.5
1004	1899	1922	1983	2018	2028	2017	2083	2205	2267	2265	2265	2314
	21.0	21.2	21.9	22.2	22.3	22.2	22.5	24.2	25.0	25.0	25.0	25.5
14-604	323	314	307	292	306	333	339	345	332	344	31.9	311
	3.6	3.5	3.4	3.2	3.4	3.7	3.7	3.8	3.7	3.8	3.5	3.4
624-994	273	293	254	248	250	265	279	283	308	303	280	277
	3.6	3.2	2.8	2.7	2.8	2.9	3.1	3.1	3.4	3.3	3.1	3,1
14-994	596	607	561	540	556	599	618	628	640	647	599	588
	6.6	6.7	6.2	6.0	6.1	6,6	6.8	6.9	7.0	7.1	5.6	6.5



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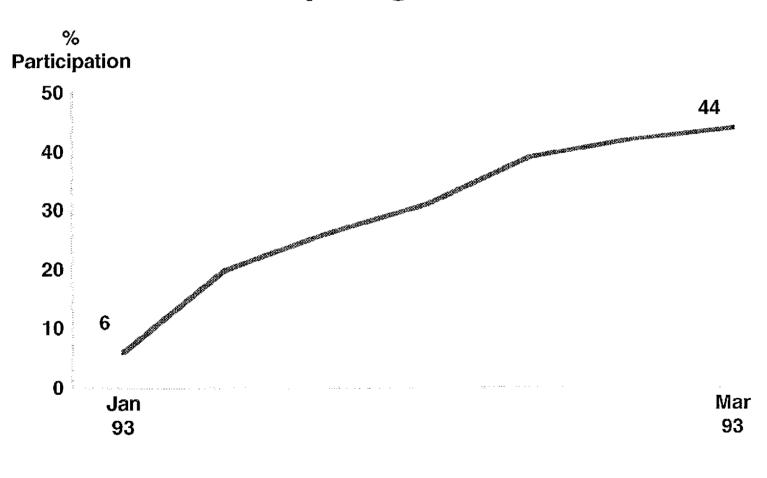
Page 4

VOLUMETRICS - MAR 91 TO SEPTEMBER 94 (SEP-OCT 92 EXCLUDED)
PERCEMET OF TOTAL PACKS BOWHET THAT WHILE MARLBORD
AXIS NAME = MARLPHR
Wolght matrix 1

	3 MODITHS ENDING:												
	SEP	OCT	XOA	DEC	Jah	7EB	MAR	APR	KAY	JOM	30Z	AUG	SEP
	93	93	93	93	94	94	94	94	94	94	94	94	94
			~ = =										
BASE	9082	9078	9075	9072	9071	9056	9067	9069	9086	9076	9069	9063	9075
0%	6275	6166	6211	6170	6128	6111	6160	6163	6121	6086	6067	6095	6238
	68-0	67.9	68.4	68.0	67.6	67.5	67.9	68.0	67.4	67.1	66.9	67.3	67.6
14-20%	117	127	128	118	118	126	131	134	130	125	121	130	140
	1.3	1.4	1.4	1.3	1.3	1.4	1.4	1.5	1.4	1.4	1.3	1.4	1.5
214-404	103	103	86	76	65	71	66	77	86	89	80	76	at
	1.1	1.1	0.9	0.B	0.7	0.8	0.7	0.5	0.9	1.0	0.9	0.8	1.0
41%-60%	112	114	105	117	112	120	109	109	1.13	117	126	112	125
	12	1.3	1.2	1.3	1.2	1.3	1.2	1.2	1.2	1.3	1.4	1.2	1.4
61%-80%	150	145	139	145	148	144	124	112	108	105	97	99	98
	1.7	1.6	1.5	1.6	1.6	1.6	1.4	1.2	1.2	1.2	1.1	1.1	2.1
814-994	158	158	141	132	136	142	140	134	137	121	217	109	119
	1.7	1.7	1.6	1.5	1.5	1.6	1.5	1.5	1.5	1.3	1.3	1.2	1.3
100%	2267	2265	2265	2314	2364	2342	2337	2340	2391	2433	2461	2442	2367
	25.0	25.0	25.0	25.5	26.1	25.9	25.8	25.8	26.3	26.8	27.1	26.9	26.1
14-604	332	344	319	321	295	317	306	320	329	331	327	318	353
	1.7	3.8	3.5	3.4	3.3	3.5	3.4	3.5	3.6	3.5	3.6	3.5	3.5
614-994	308	303	280	277	284	286	264	246	245	226	214	208	217
	3.4	3.3	3.1	3.1	3.1	3.2	2.9	2.7	2.7	2.5	2.4	2.3	2.4
14-994	640	647	599	588	579	603	570	566	574	557	541	526	570
	7.0	7.1	6.6	6.5	6.4	6.7	6.3	6,2	6.3	6.1	6.0	5.8	6.3



## Marlboro Smokers Participating in MAT Miles



Graph Slide # 33

Job #CG2841

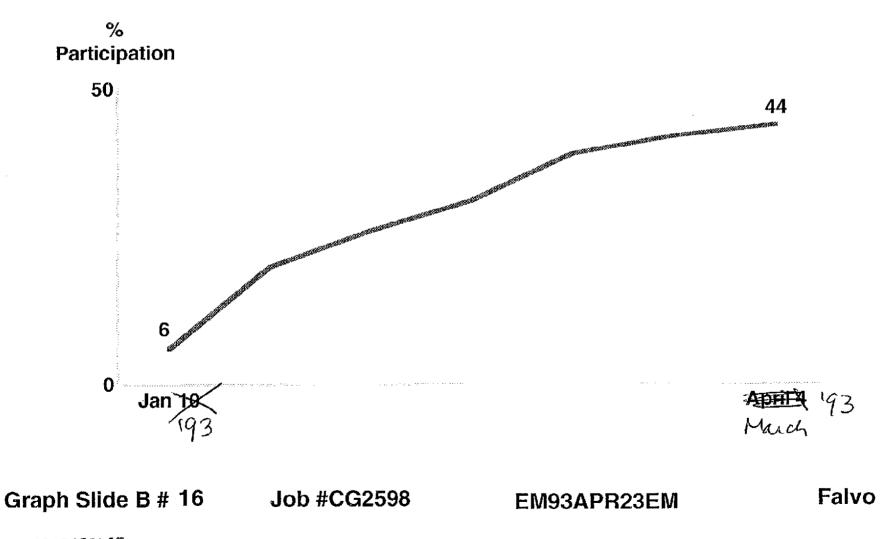
RMM94Nov20

Nancy Lund#

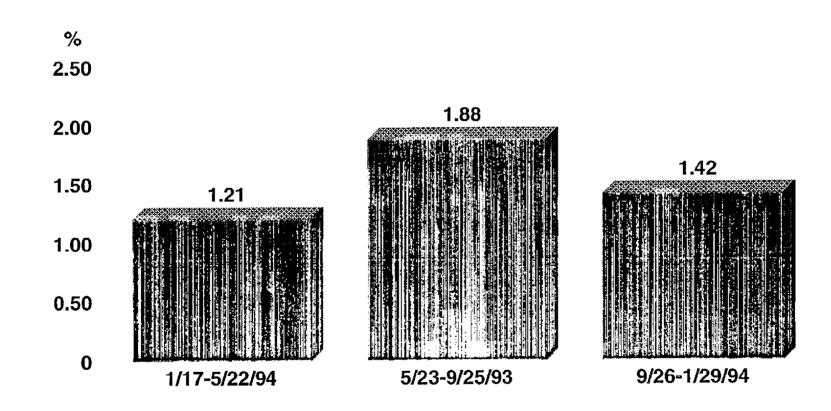


PM USA

# Marlboro Smokers Participating in MAT Miles



#### **MAT Impact on Marlboro Share**



Source: Nielsen Household Panel

Graph Slide # 34

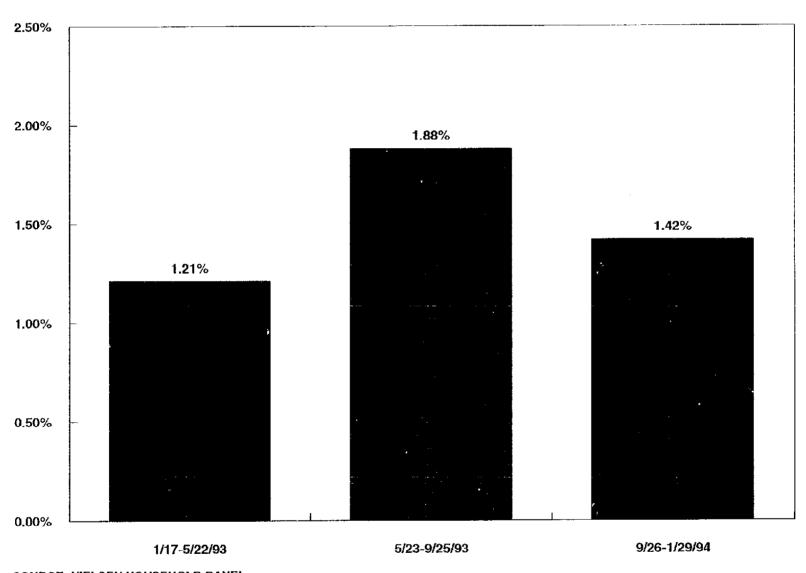
Job #CG2841

JG94Nov21

Nancy Lund#



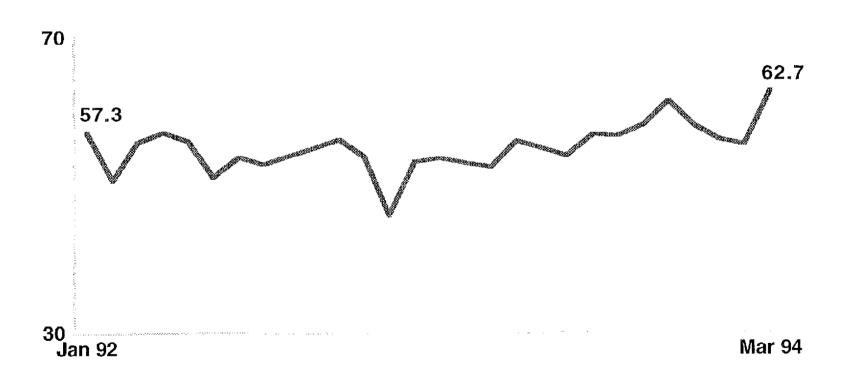
#### **MAT IMPACT ON MARLBORO SHARE**



SOURCE: NIELSEN HOUSEHOLD PANEL

**NIELSEN HH PANEL DATA Ch** 

#### **Marlboro Share of 18-24 Year Old Smokers**



**Source: Consumer Tracking Volumetrics** 

Graph Slide # 35

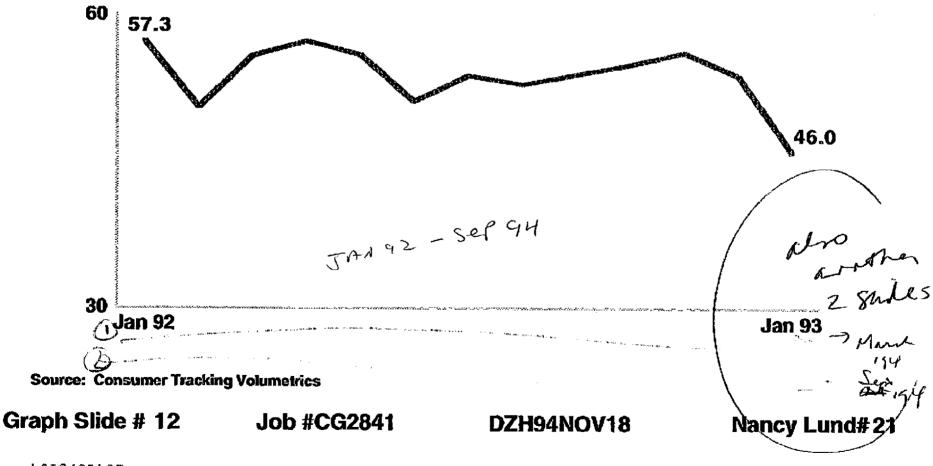
Job #CG2841

DZH94NOV22

Nancy Lund#21

#### **Marlboro Share of 18-24 Year Old Smokers**

2 - 4/2010



	eele B.ed			8°85 577	EZII 0.89	7.52 7.53		rstt	43.7 43.7	5°5} }66TT	OROGJEAM-NOM
53.3 632	479 4.32	737 2.32	33°1 246	082 7,61		602 24.3		438 78.3	634 2.22	2962 9°22	LTS
-	-	-	5 £.0	0.0	-	-	1.0	0. 4.0	<u>-</u>	12 1.0	ENERG ORDERSKE
€01 €.€	64 6.1	85.A	9 <b>°9</b>	3.5 3.9	26 8.6	8.8 5.8	8-I 5>	67I 5.2	77 T.0	996 9.£	NDIGEN OROGIEVA
-	2 0 · J	g.0	-	0°0	-	9°0	7 - D 3	-	12 0,4	25 E.0	32.3
7.0 E	-	T.0	0.0	0.1 2	£.0	9°0	-	£.0	S'0 Et	0°3 46	SP. S.
<b>8</b> ε, ο	£'0	34 0.0	6 <b>4</b> 0,5	22 7.0	4.1	E.C	21 8.0	S'O TT	0'T 45	8.0	SER TELE OROSTRAN
TT TT	7.0 7.0	-	-	12 0.4	2 0.1	6 A. O	7°0 34	9°0	12 0 4	TOT	THE S.OOT
28 3.0	6'S <del>1</del> 24	212 7.4	87 £.£	86 €.€	78 €.€	82I 5.2	0.9 0.0	212 6.4	<b>6.</b> ₽	322£	700.2 Nymeoho pie
-	8°T 8°T	22 8.0	€ ♣.0	9.0 15	QI 7.0	2	5. 2.0	-	0.0	911 0.4	MINIT MYNTHONO FIR NER
526 18.8	0^8T	<b>281</b> 26.91	9.81 18.6	5`ST 9SÞ	420 7.71	S'BT 6SV	36£ 7.21	8,21 8,21	17.4 17.4		NARLBORO LTS RGS
69 ₹.£	LLL E.A	211 6.6	001 1.1	711 4.0	t.2	4°9 49T	8££ 2.2	8°7 8°7	£_7	1512 1512	S.SOI ONORTHUR
7-12 7-12	617 53.7	6°4T	512 20.7	66 <b>6</b> 7.22	54°7	064 8,61	624 8.45	536 23.1	39° <b>4</b> 222	23.6 2349	SON CHE OSCELLEN
	5, 32 5, 32 5, 32		8'ES Tasa			1421 57.3		1811 50.6		S.P2	OSIGNATURE
	\$09 <b>5</b>		69\$2			8775	<b>321</b> 9				SPER-IOLFF SPCKS
250	HOA	700	aar	MUC	KTA	SEL	SAN	6XA	MAG	enkes Lozyt	
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DEC	VOR	T30	<b>63</b> S	YOR	TOP	MUG	NYA	STA	MYE.	ana A	MAC	TOTAL	
TISE	5745	3884	3638	LGLZ	TEES	2785	563S	3029	3803	9197	<b>5892</b>	PIREE	BASE-TOTAL PACKS
PD4.F	UVSI	3771	ひんみじ	TZTT	8T9T	6557	eber	Te34	EOST	Ceet	1537	0\$58T	OSOSTSTAN
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2.92	32.4	6, ES	C-BP	£.0£	/ · cr	6.52	4.77	***			B. 4-	-1	
TPC	94	86	74	49	£8	EL	TPT	<b>L97</b>	EPT	61	48T	FIEL	MARTEUM 100'S
<b>5</b> -2	9.5	<b>∌</b> .€	2.5	3⁻€	8-£	9°Z	£.2	5*\$	T'S	6-1	٥٠٢	6°E	
<b>L</b> ¥9	TOP	852	533	87E	424	LTS	60 <b>7</b>	828	482	623	<b>T6</b> £	<b>4965</b>	SDY SIT CHORTHY
23.2	۲٠ <i>۲</i> ۲	9.8I	-	5° ET	P. PT	9.8L	5°5T	9 · LT	\$.7£	8,62	5.1L	9.71	
εħ	<b>45</b>	22	TE	6T	52	LT	OT	45	12	ε	•	945	SDX SZI OBORTHUM
Z.I	2.1	870	1.1	۲.0	6.0	9.0	1.0	1.2	1.0	T*0	-	9 0	TRIN
		<b>-</b>		av L	_	40	20 C	6LI	LET	**T	26	99ST	MARLEORO LTS
3°4	6.8	8. h	5.3 5.3	801 2.6	0.P	86 8.E	0.1 4.0	6.2	6 ° ¥	S'S	₹,€	9.4	8,001
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F.I	6Ι 7.6	£.0	8 €-0	-	9°0 38	) I.O	2 E-0	-	_	-	T-0 \$	10£	TELE S.001 AUTHOROUGH
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72	5 <i>L</i>	73	<b>7</b>	77	T)	09	€°∓ ₽€	_	7.0 7.1	9'0 9'0	2.0	35e	SUR TELEN OROSTRIVA
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S'Z	¥.2	E'\$	9.E	-		_	-						COLOR VOLLEGA
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728 4.82	5°47 554	717 9,}£	814 8,45	T'8T	6°61 189	5.42 676	20°3	7.4.7 756	23°2	7.62 7.00	167 167	7962 5,62	tle Lolyt nyeteogo
											<b>C37</b> L	* C+3 *	OGUG 1G LIK-BOR
5°86	8'T) 67TT	2,52 2,24	1366 1366		6°PF	44.0	₽.7≯	6,31 2435	7399 7399	8-9F		2,22 2,22	OKOSTAVE-BOK

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Voltubers search 21 to september 94 (sep-oct 92 excladed)

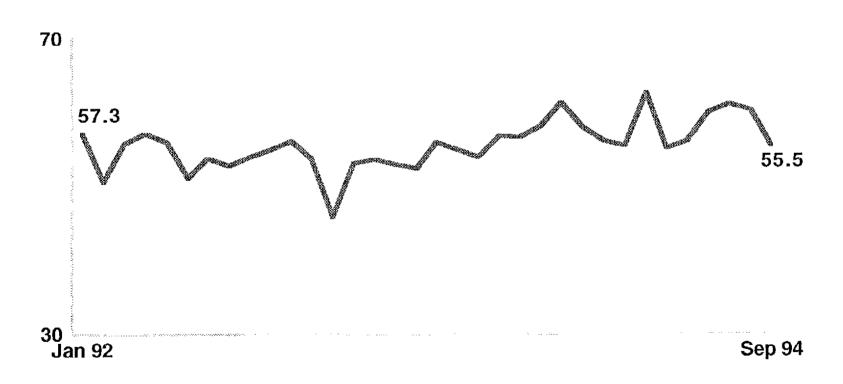
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VES-TOTAL PACKS										
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TOTAL MARIEORO	9052	283	929	SYL	092	523	683	649	£Z.L	<b>9</b> €L
SIT	<b>34°7</b>	3T*0	8,52	37.5	₹.4	P-81	0.25		1.92	38.5
ON-MARLEORO I		2612					T095			
	6°TV	8.EF	2.PP	ε.7ε	8.11	7.54	6.2E	8.8£	2.2E	S'DP

Weight matth 18-24 Year Olds Volumetrics - Mar 18-24 Year Olds Volumetrics - Mar 18-24 Year Olds

E #Bea

#### **Marlboro Share of 18-24 Year Old Smokers**



**Source: Consumer Tracking Volumetrics** 

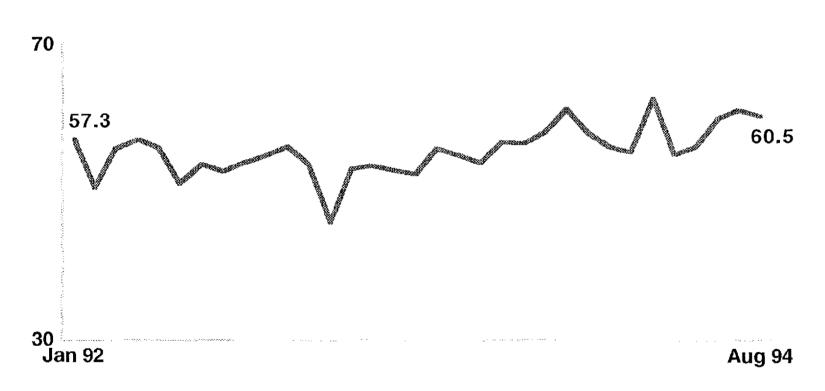
Graph Slide # 36

Job #CG2841

DZH94NOV22

Nancy Lund# 21

#### **Marlboro Share of 18-24 Year Old Smokers**



**Source: Consumer Tracking Volumetrics** 

Graph Slide # 37

Job #CG2841

DZH94NOV22

Nancy Lund#21

#### **Basic**

#### **Brand Strategies**

- Build Awareness Through Advertising and Promotions
- Gain Retail Visibility With POS and Promotions
- Promote Value Added Offers/Not Price
- Develop Relationship With Smokers Through Direct Mail

Word Slide # 39

Job #CG2841

JC94DEC01

N. Lund

### **Executing For Excellence**

Part 2 Slide # 50

Job #CG2841

N. Lund

### **Creating an Outdoor Pool**

Part 2 Slide # 50

Job #CG2841

N. Lund

SULTETAL

2041675113

- Discount Is Changing Consumer Behavior
- Weakening Brand Mix Precludes Historical IFO Growth

Word Slide # 51 Subdued build

Job #CG2583

JC93MAR30RM

Moore

**TITS75114** 

#### **Business Implications**

Long-term Equity of Our Premium Brands Is at Risk

- Volume Strategies Accelerated Discount Growth
- Competitors Use Extra Income to Buy Share
- Discount Is Changing Consumer Behavior
- Weakening Brand Mix Precludes Historical IFO Growth

Word Slide # 51 Subdued build Job #CG2583

JC93MAR30RM

Moore

**DITEMPTOS** 



#### **Business Implications**

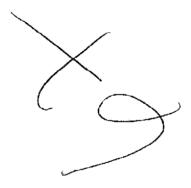
Long-term Equity of Our Premium Brands Is at Risk

- Volume Strategies Accelerated Discount Growth
- Competitors Use Extra Income to Buy Share
- Discount Is Changing Consumer Behavior

Word Slide # 51 Subdued build Job #CG2583

JC93MAR30RM

Moore



# **Business Implications**

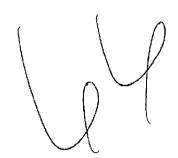
Long-term Equity of Our Premium Brands Is at Risk

- Volume Strategies Accelerated Discount Growth
- Competitors Use Extra Income to Buy Share

Word Slide # 51 Subdued build Job #CG2583

JC93MAR30RM

Moore



# **Business Implications**

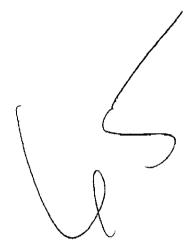
Long-term Equity of Our Premium Brands Is at Risk

■ Volume Strategies Accelerated Discount Growth

Word Slide # 51 Subdued build Job #CG2583

JC93MAR30RM

Moore



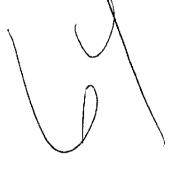
# **Business Implications**

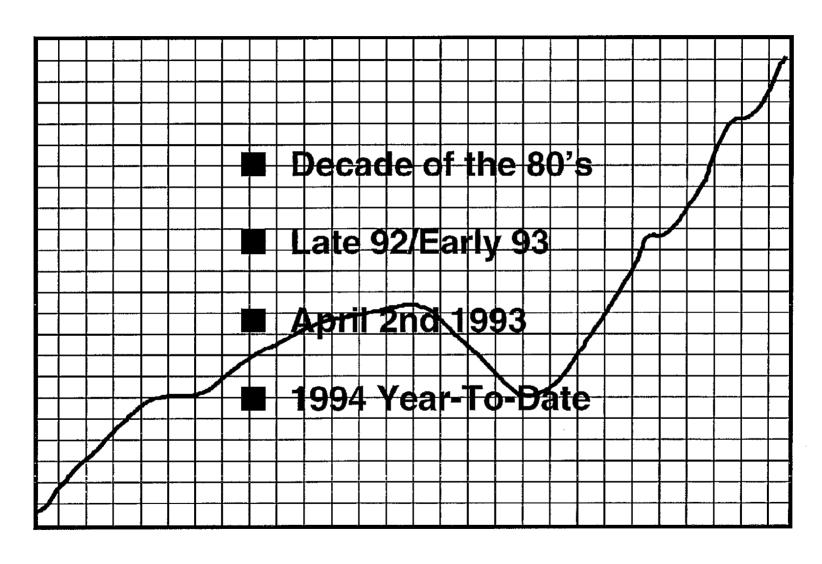
Long-term Equity of Our Premium Brands Is at Risk

Word Slide # 51 Subduc in wild Job #CG2583

JC93MAR30RM

Moore





Word Slide # 38

Job #CG2841

**JC94NOV19** 

N. Lund 3

# **Brand Strategies**

- Build Awareness Through Advertising and Promotions
- Gain Retail Visibility With POS and Promotions
- Promote Value Added Offers/Not Price
- Develop Relationship With Smokers Through Direct Mail

Word Slide # 39

Job #CG2841

JC94DEC01

N. Lund



#### **Brand Strategies**

- Build awareness through advertising and promotions
- Gain retail visibility with POS and promotions
- Promote value added offers/not price
- · Develop relationship with smokers through direct mail.

Diskette: Mari Storyira

12/1/94

### **Basic**

#### **Brand Objectives**

- Add Sufficient Value to Sustain Modest Price Disadvantage vs. Competition
- Differentiate Basic With an Honest, Straightforward and Sometimes Humorous Communication of Low Price and Good Quality

Word Slide # 40

Job #CG2841

JC94DEC01

N. Lund

**721276160**S

**Brand Objectives** 

#### Basic

- · Add sufficient value to sustain modest price disadvantage vs. competition
- Differentiate Basic with an honest,\straight\forward and sometimes humorous communication of low price and good quality.

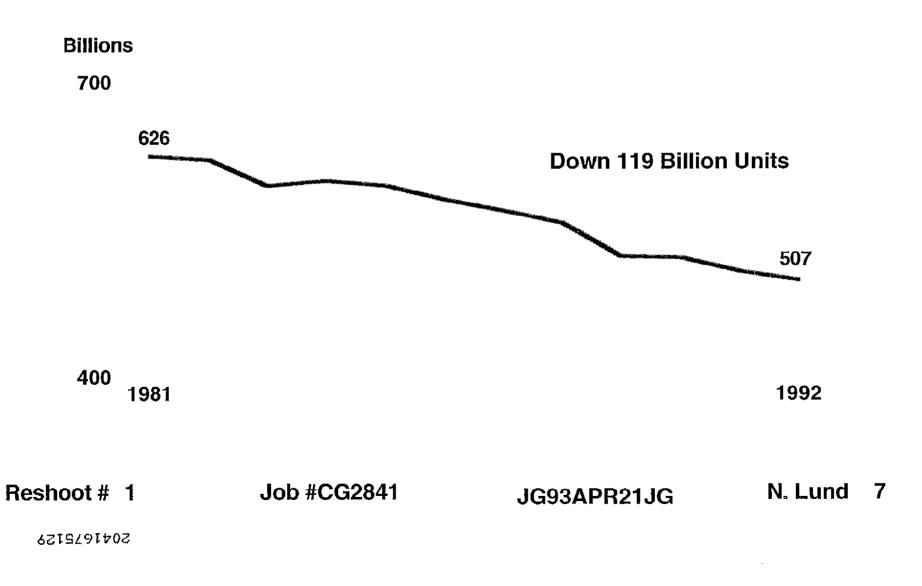
-Should be I word.

Diskette: Marl Storyha

12/1/94

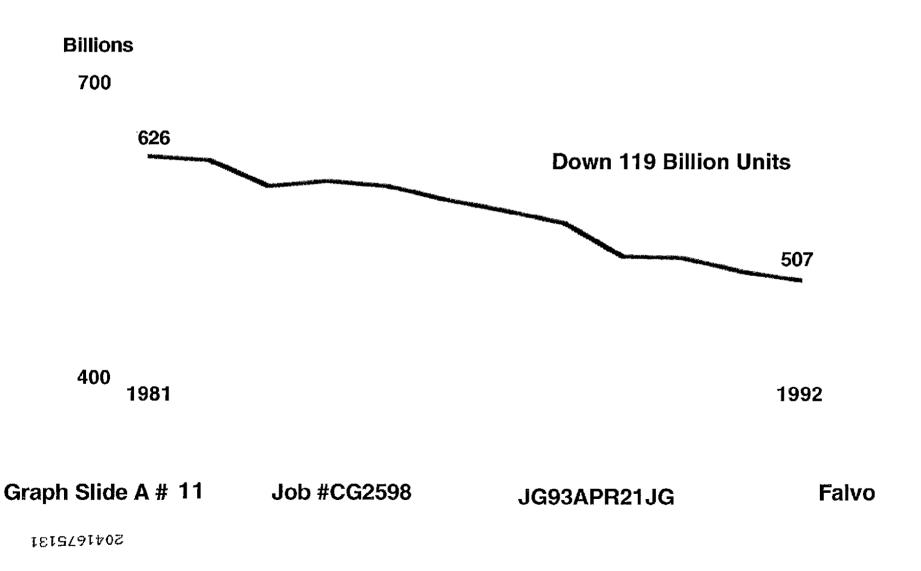
13

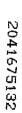
## **Total Industry Volume**



Source: https://www.industrydocuments.ucsf.edu/docs/ykpx0003

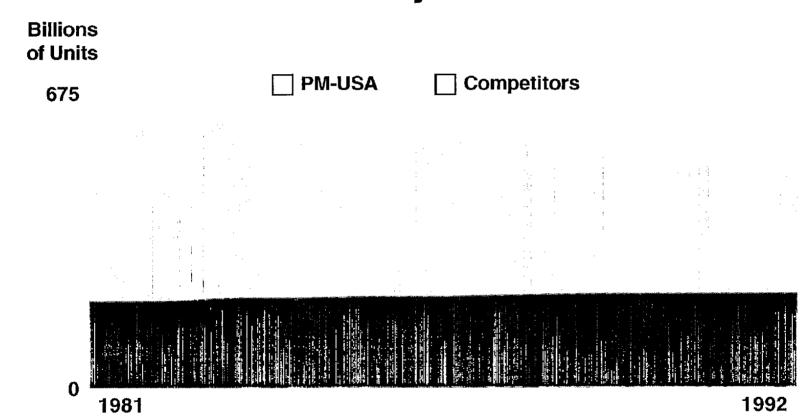
## **Total Industry Volume**







## **Industry Volume**



Reshoot # 2

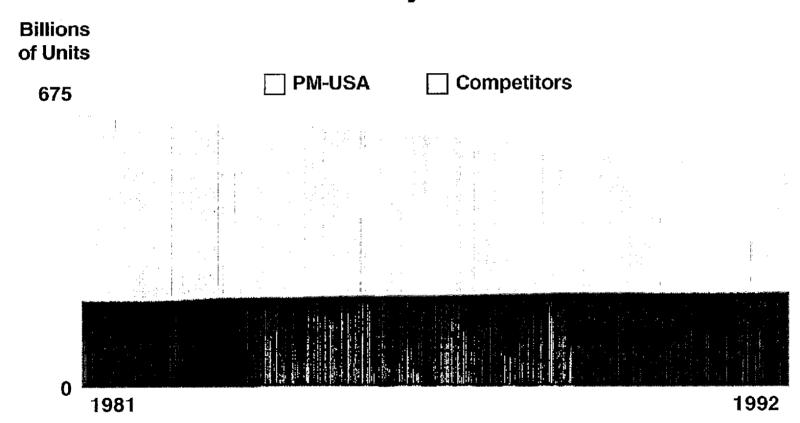
Job #CG2841

JG93APR26JG

N. Lund 9



## **Industry Volume**



Graph Slide A # 28

Job #CG2598

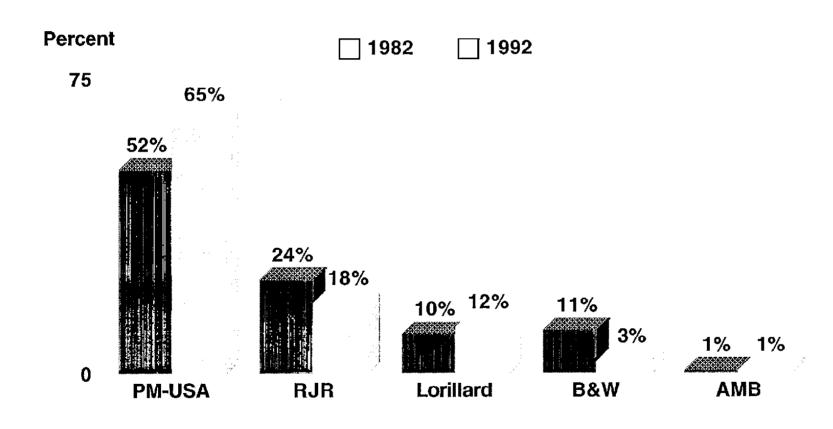
JG93APR26JG

**Falvo** 

S041675135

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## **Share of Young Adult Smokers**



Reshoot # 3

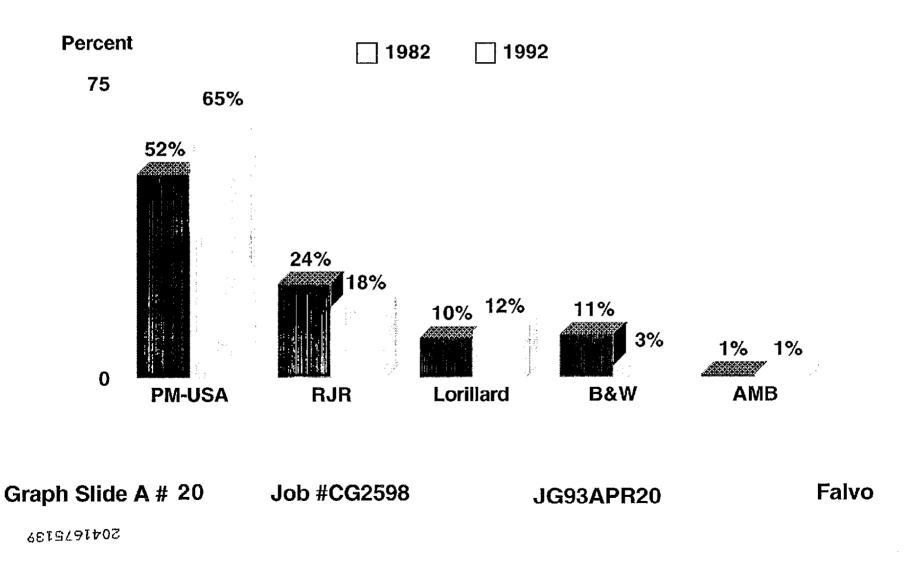
Job #CG2841

JG93APR20

N. Lund 10



## **Share of Young Adult Smokers**



Source: https://www.industrydocuments.ucsf.edu/docs/ykpx0003



#### **PM-USA's Share of Premium**

1981 - 1992



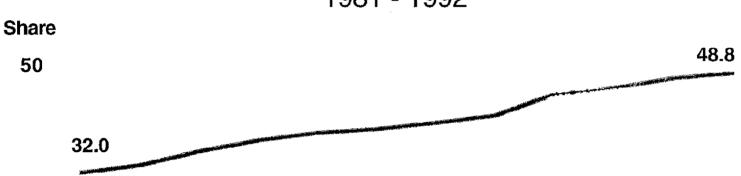


Reshoot # 4 Job #CG2841 JG93APR26JG N. Lund 13



#### **PM-USA's Share of Premium**

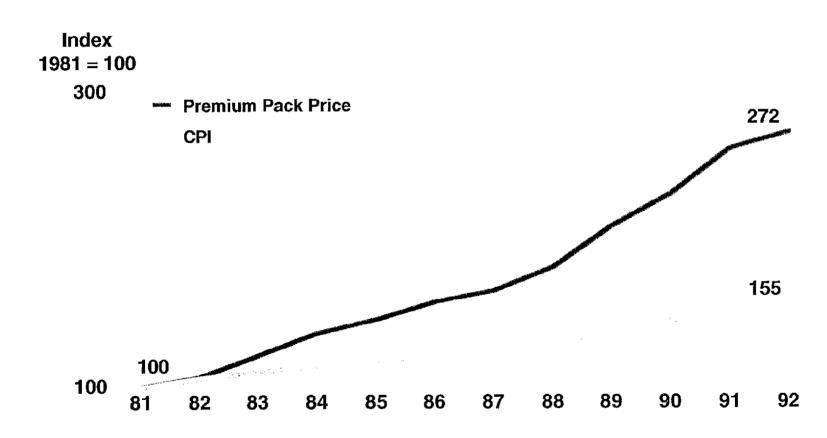
1981 - 1992



0 1981 1992

Graph Slide A # 39 Job #CG2598 JG93APR26JG Falvo

#### **Premium Retail Pack Price vs. Inflation**



Reshoot # 5

Job #CG2841

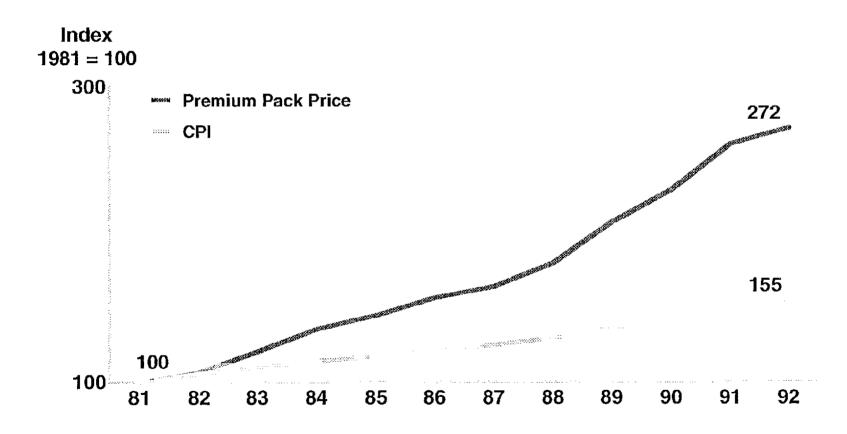
JC93MAR29DZH

N. Lund 15



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### **Premium Retail Pack Price vs. Inflation**



Graph Slide # 30

Job #CG2583

JC93MAR29DZH

Moore

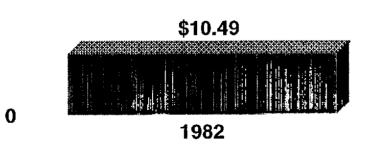
Z011675147

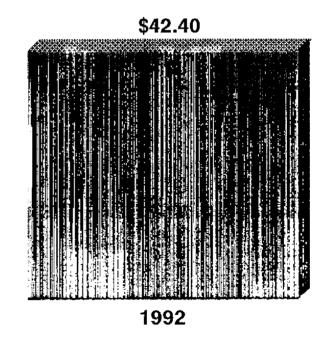


# Premium Marginal Contribution \$ Per Thousand

\$/M

50





Reshoot # 6

Job #CG2841

JC93APR20

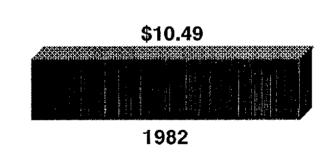
N. Lund

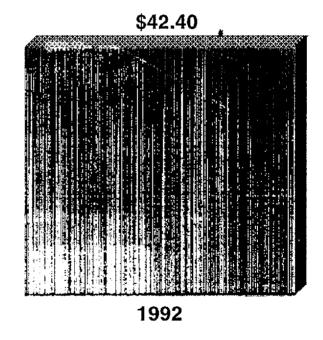
16

# Premium Marginal Contribution \$ Per Thousand

\$/M

50





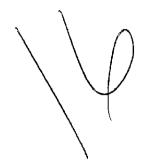
Graph Slide A # 10

0

Job #CG2598

**JC93APR20** 

**Falvo** 



# Profitability (\$ Billions)

	<u>1982</u>	<u>1992</u>	% Change
PM-USA	\$1.3	\$5.2	412%
Competitors (RJR, B&W, AMB)	\$1.7	\$3.3	198%

Reshoot # 7

Job #CG2841

RM93Apr26RM

**N. Lund 17** 

# Profitability (\$ Billions)

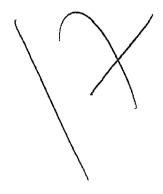
<u>1982</u>	<u>1992</u>	% Change
\$1.3	\$5.2	412%
\$1.7	\$3.3	198%
	\$1.3	\$1.3 \$5.2

Word Slide # 17

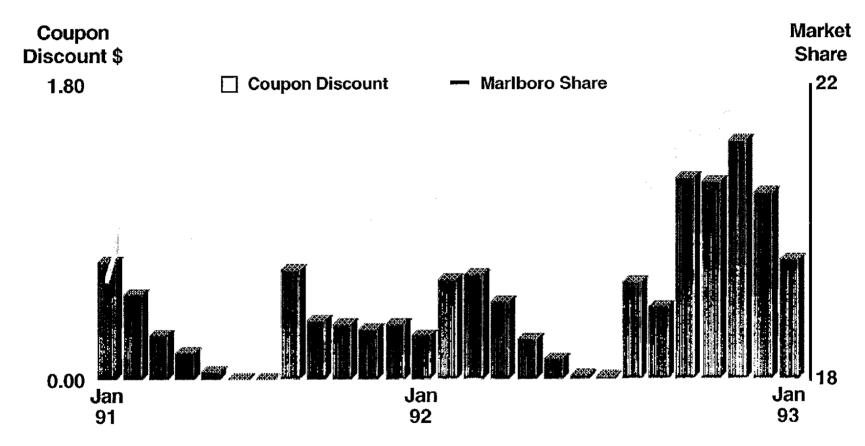
Job #CG2598

RM93Apr26RM

**Falvo** 



## Impact of Price Promotions on Marlboro



Source: IRI Household Panel, IRI Panel Fact

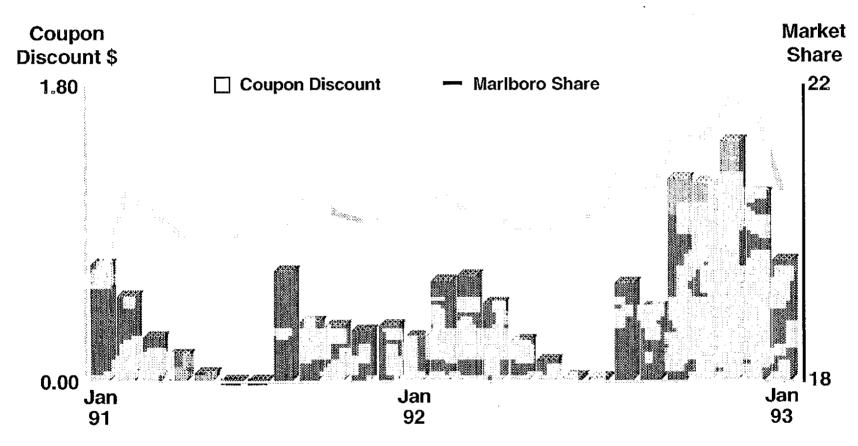
Reshoot # 8

Job #CG2841

JC93MAR30RM

N. Lund 32

## **Impact of Price Promotions on Marlboro**



Source: IRI Household Panel, IRI Panel Fact

Graph Slide # 45

Job #CG2583

JC93MAR30RM

Moore



	Deep Discount	<u>Premium</u>
Oct 1992	\$2.00/M	)
Nov 1992	\$2.00/M	\$2.75/M
*Dec 1992	\$3.35/M	\$2.10/M
Feb 1993	\$2.75/M	
	\$10.10/M	\$4.85/M

\*(Incl. \$2.00 FET)

Reshoot # 9

Job #CG2841

DZH93NOV21JG

N. Lund 38

	Deep Discount	<u>Premium</u>
Oct 1992	\$2.00/M	_
Nov 1992	\$2.00/M	\$2.75/M
*Dec 1992	\$3.35/ <b>M</b>	\$2.10/M
Feb 1993	\$2.75/M	
ek	\$10.10/M	\$4.85/M

(Incl. \$2.00 FET)

Reshoot # 9 Layered Build Job #CG2841

DZH93APR20

N. Lund 38

	Deep Discount	<u>Premium</u>
Oct 1992	\$2.00/M	_
Nov 1992	\$2.00/M	\$2.75/M
*Dec 1992	\$3.35/M	\$2.10/M
Feb 1993	\$2.75/M	
	\$10.10/M	\$4.85/M

\*(Incl. \$2.00 FET)

Reshoot # 9 Layered Build Job #CG2841

DZH93APR20

N. Lund 38

	Deep Discount	<u>Premium</u>
Oct 1992	\$2.00/M	
Nov 1992	\$2.00/M	\$2.75/M
*Dec 1992	\$3.35/M	\$2.10/M
Feb 1993	\$2.75/ <b>M</b>	_

\*(Incl. \$2.00 FET)

Reshoot # 9 Layered Build

Job #CG2841

DZH93APR20

N. Lund 38

	Deep Discount	<u>Premium</u>
Oct 1992	\$2.00/M	_
Nov 1992	\$2.00/M	\$2.75/M
*Dec 1992	\$3.35/ <b>M</b>	\$2.10/M

\*(Incl. \$2.00 FET)

Reshoot # 9 Layered Build

Job #CG2841

DZH93APR20

N. Lund 38

	Deep Discount	<u>Premium</u>
Oct 1992	\$2.00/M	<u></u>
Nov 1992	\$2.00/M	\$2.75/ <b>M</b>

Reshoot # 9 Layered Build Job #CG2841

DZH93APR20

N. Lund 38

Deep Discount Premium

Oct 1992

\$2.00/M

\_

Reshoot # 9 Layered Build Job #CG2841

DZH93APR20

N. Lund 38

Z91929140Z



	Deep Discount	<u>Premium</u>
Oct 1992	\$2.00/M	_
Nov 1992	\$2.00/M	\$2.75/M
*Dec 1992	\$3.35/M	\$2.10/M
Feb 1993	\$2.75/M	
	\$10.10/M	\$4.85/M

\*(Incl. \$2.00 FET)

Word Slide # 2 Layered Build

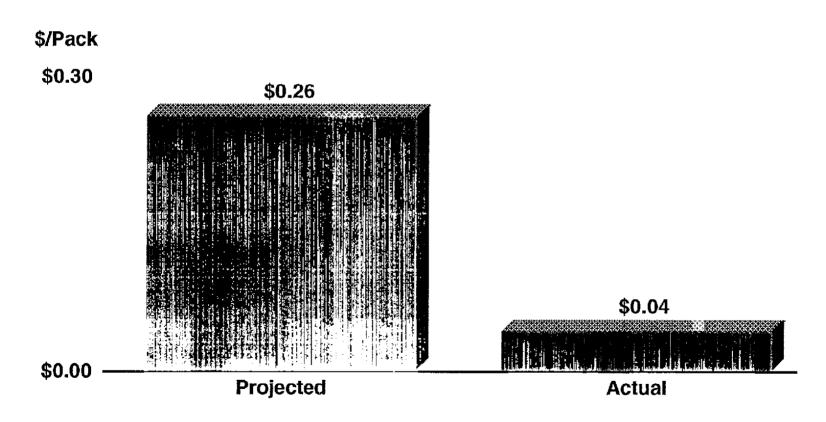
Job #CG2598

DZH93APR20

**Falvo** 



## Deep Discount Price Increases Retail Outlets



Reshoot # 10 Layered Build Job #CG2841

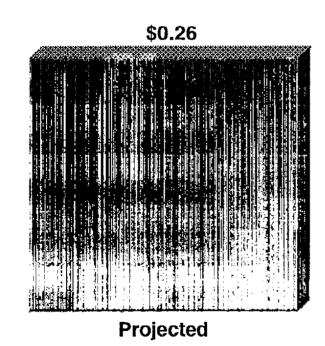
JC93APR20

N. Lund 40

## Deep Discount Price Increases Retail Outlets

\$/Pack

\$0.30

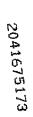


\$0.00

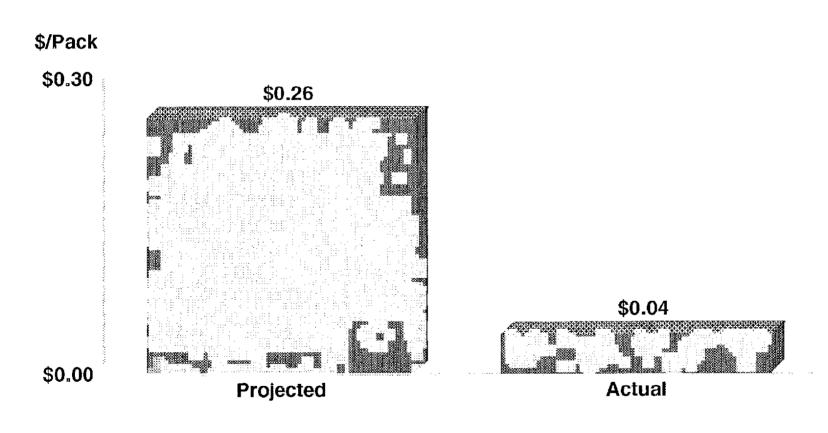
Reshoot # 10 Layered Build Job #CG2841

JC93APR20

N. Lund 40



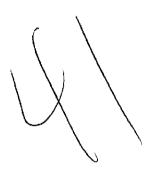
## Deep Discount Price Increases Retail Outlets



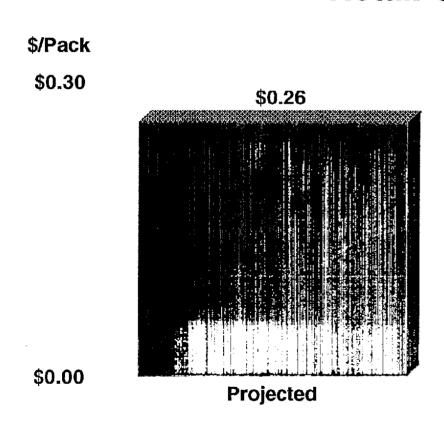
Graph Slide # 2 Layered build Job #CG2583

JC93MAR27RM

Moore



## Deep Discount Price Increases Retail Outlets



Graph Slide A # 2 Layered Build

Job #CG2598

JC93APR20

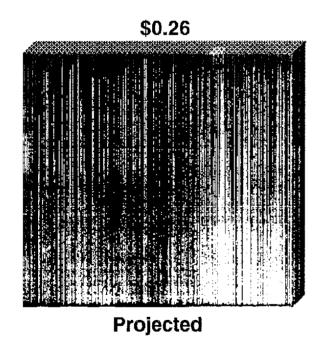
**Falvo** 



## Deep Discount Price Increases Retail Outlets

\$/Pack

\$0.30



\$0.04

Actual

Reshoot # 11 Layered build

\$0.00

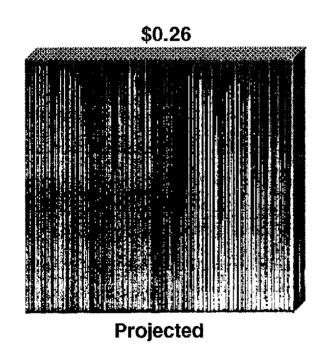
Job #CG2841

JC93MAR27RM

N. Lund 41

## Deep Discount Price Increases Retail Outlets





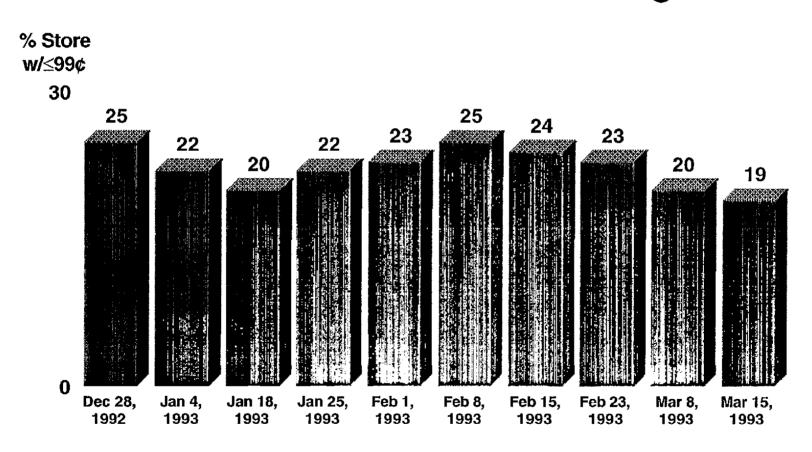
\$0.00

Reshoot # 11 Layered build Job #CG2841

JC93MAR27RM

N. Lund 41

### Incidence of ≤99¢ Pack Pricing



Source: Retail Pricing Sweeps

Graph Slide # 12

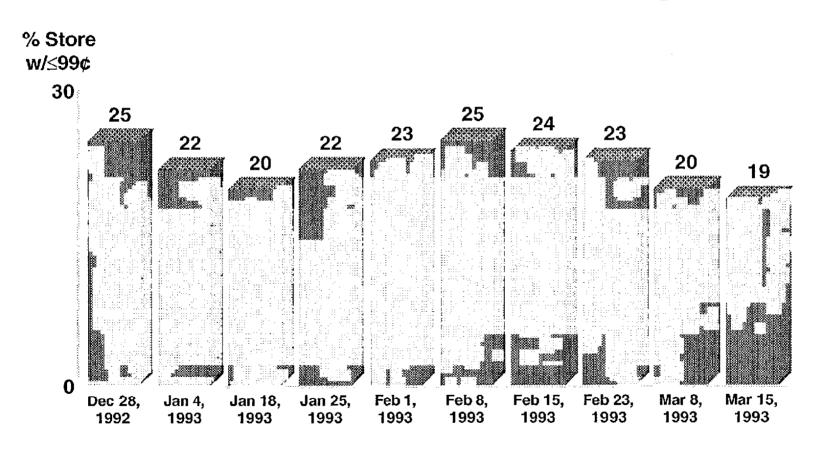
Job #CG2841

JC93MAR29DZH

N. Lund 4

4>

## **Incidence of ≤99¢ Pack Pricing**



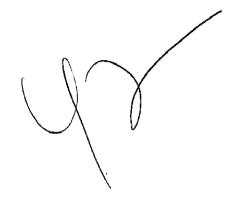
Source: Retail Pricing Sweeps

Graph Slide # 6 Layered Build

Job #CG2583

JC93MAR29DZH

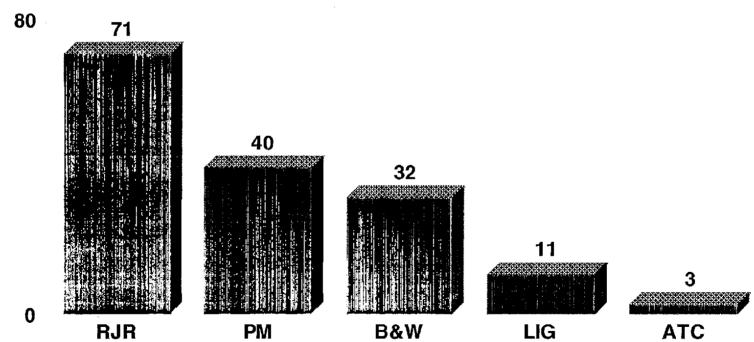
Moore



## Manufacturers' Incidence of 99¢ Pricing

In Stores With That Price Point

## Percent



Source: Retail Pricing Sweeps Feb. 1, 1993

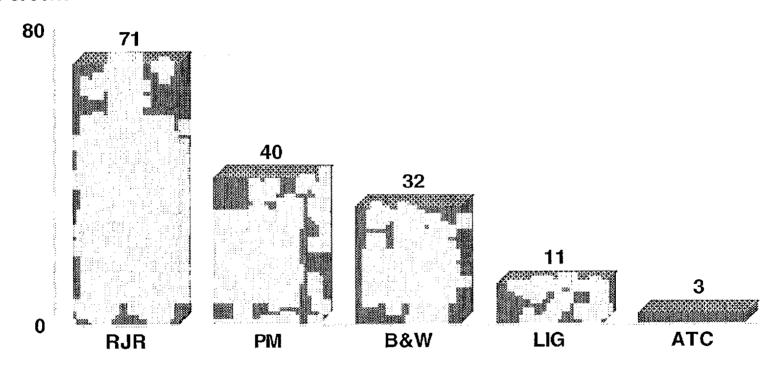
N. Lund 43



## Manufacturers' Incidence of 99¢ Pricing

In Stores With That Price Point

#### **Percent**



Source: Retail Pricing Sweeps Feb. 1, 1993

Graph Slide B # 15

Job #CG2598

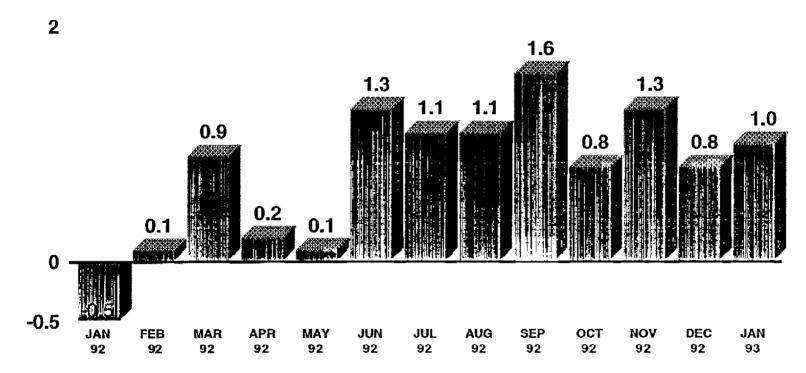
**JC93APR21** 

**Falvo** 



## **Discount Monthly Share Change**

Discount Share Change 1MM vs. Previous 1MM



Source: Nielsen

Reshoot # 14

Job #CG2841

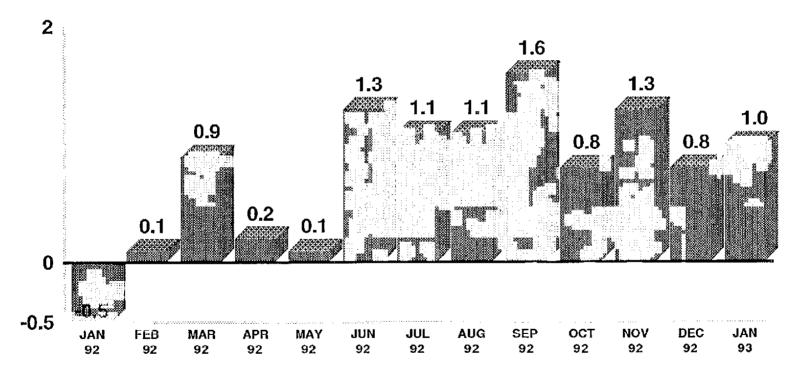
**JC93MAR27** 

N. Lund 44

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## **Discount Monthly Share Change**

Discount Share Change 1MM vs. Previous 1MM



Source: Nielsen

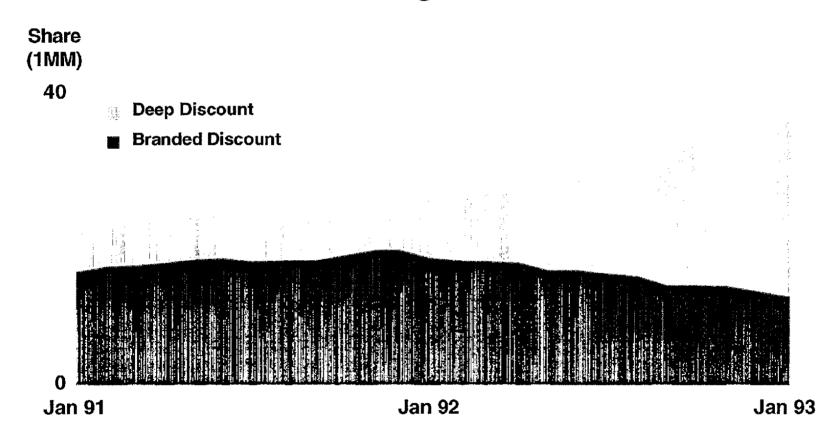
Graph Slide # 1

Job #CG2583

**JC93MAR27** 

Moore

## **Discount Segment Share**



Source: Nielsen

Reshoot # 15

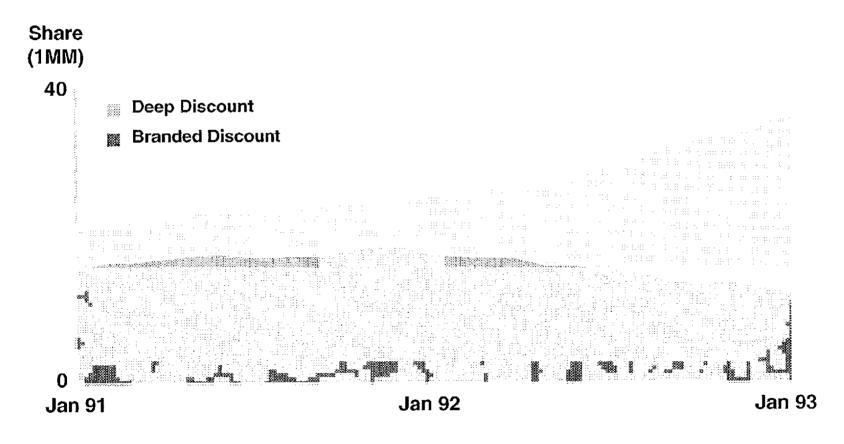
Job #CG2841

JC93MAR30RM

N. Lund 45



# **Discount Segment Share**



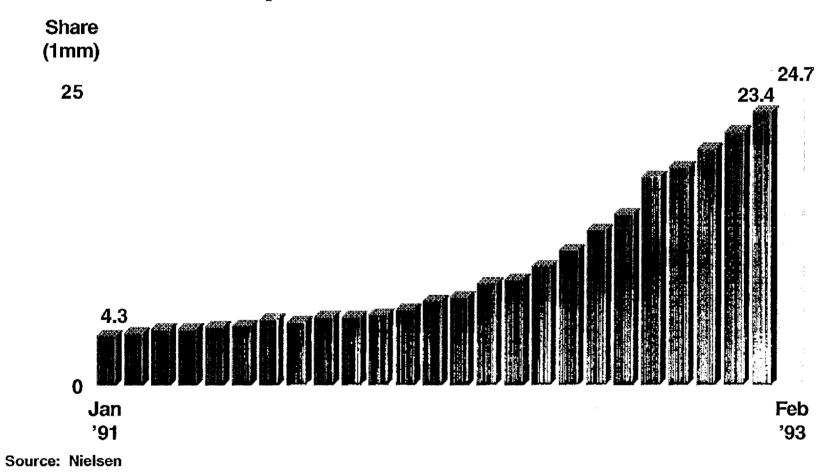
Source: Nielsen

Graph Slide # 7 Job #CG2583 JC93MAR30RM Moore

1912/51405



## **Deep Discount Market Share**

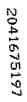


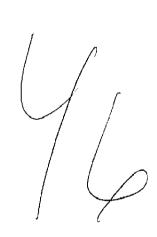
Reshoot # 16

Job #CG2841

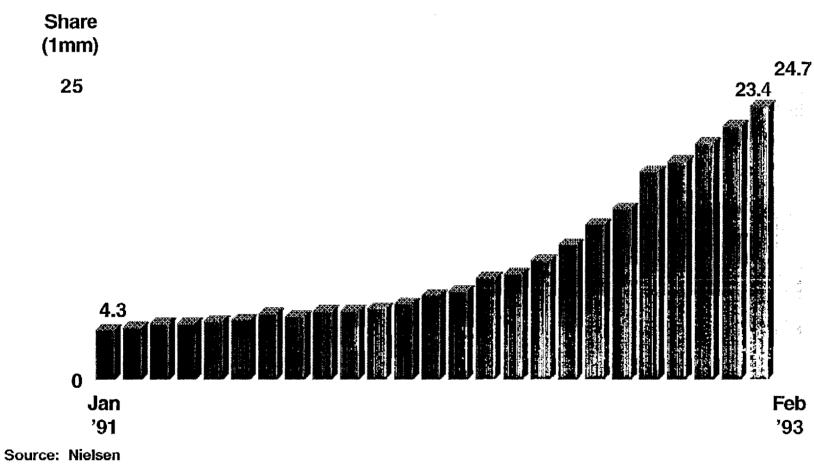
JG93APR22JC

N. Lund 46





## **Deep Discount Market Share**



Graph Slide A # 17

Job #CG2598

JG93APR22JC

**Falvo** 



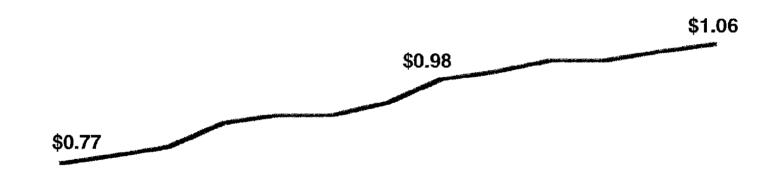


## **Pack Price Gap in C-Stores**

Marlboro versus Deep Discount

\$/Pack

1.25



0.50 Feb 92

**Sep 92** 

Mar 93

Source: Retail Audit Prices with Couponing (C-Stores)

Reshoot # 17

Job #CG2841

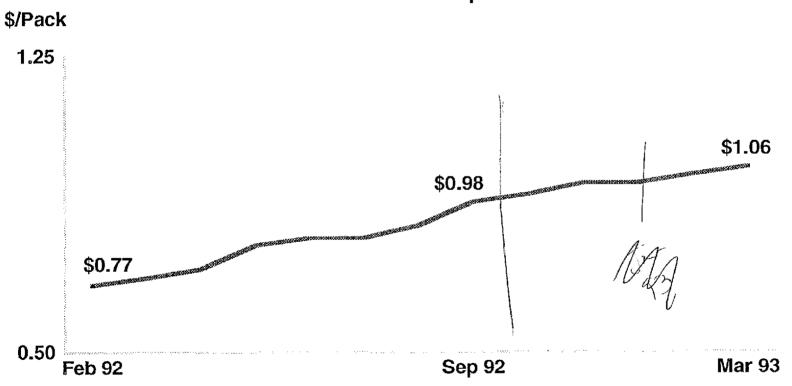
RM93Mar29RM

N. Lund 47

# **Pack Price Gap in C-Stores**

36/

Marlboro versus Deep Discount



Source: Retail Audit Prices with Couponing (C-Stores)

Graph Slide # 18

Job #CG2583

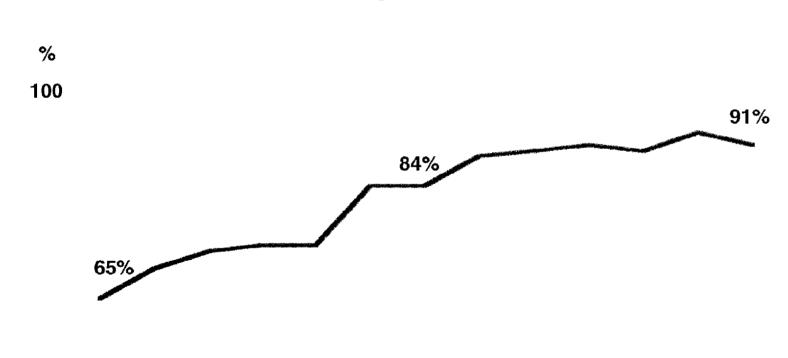
RM93Mar29RM

Moore





# **Price Gap in C-Stores**

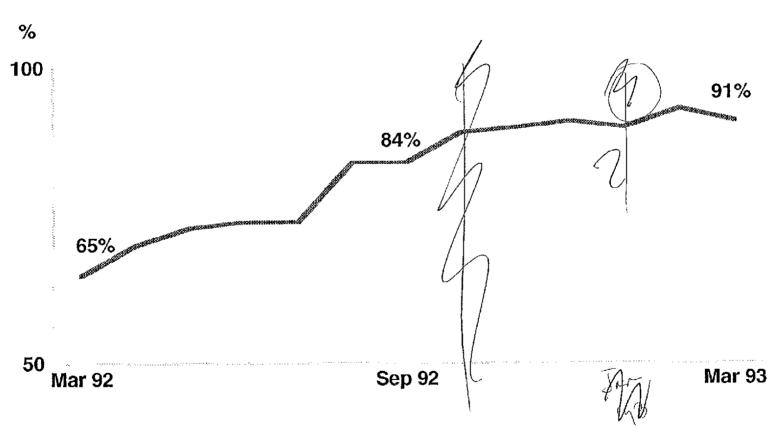


50 Mar 92 Sep 92 Mar 93

Source: Retail Audit

# **Price Gap in C-Stores**





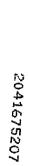
Source: Retail Audit

Graph Slide # 15

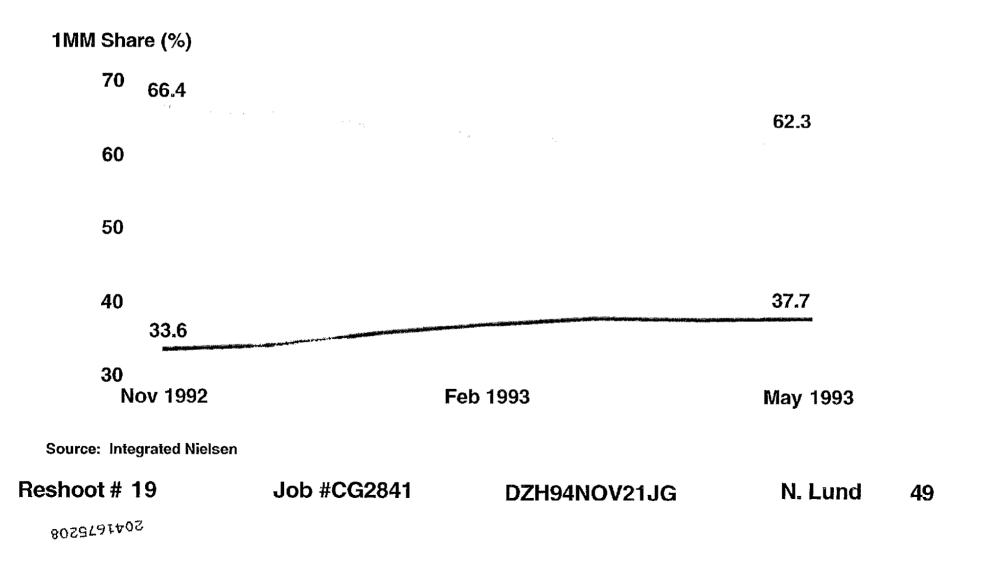
Job #CG2583

JC93MAR27RM

Moore

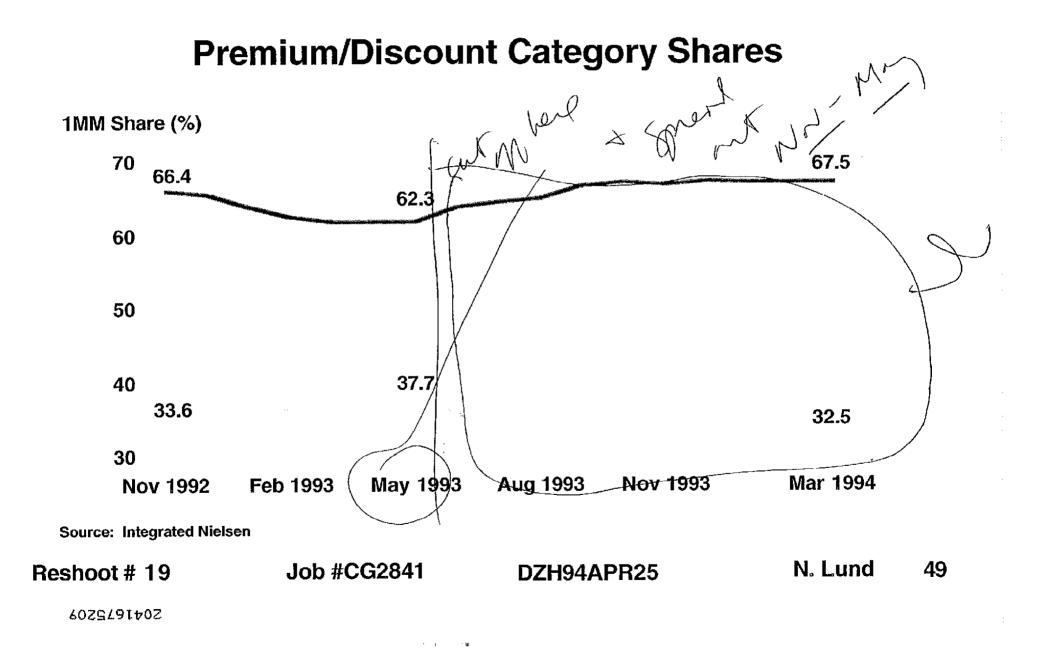


# **Premium/Discount Category Shares**

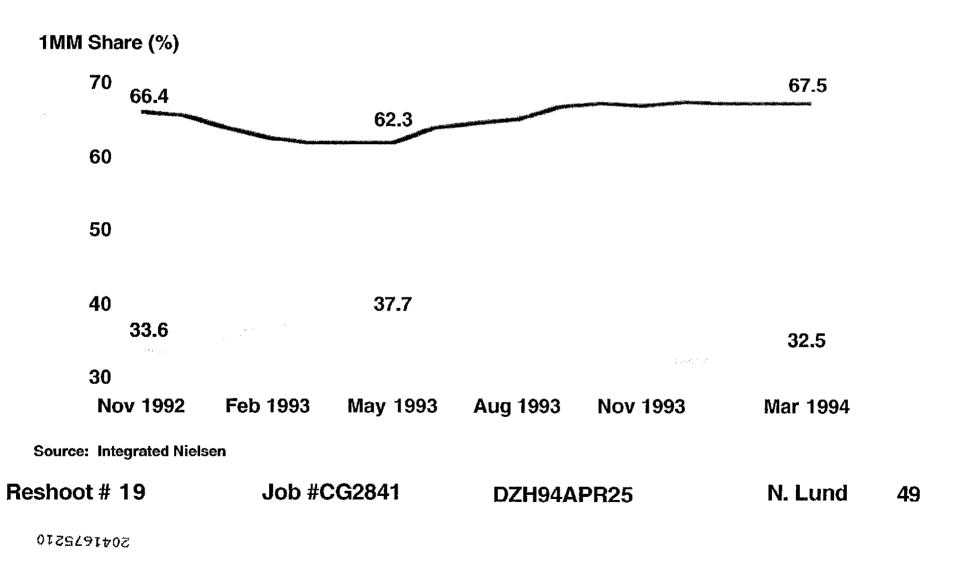


# Replot from Nov 1992 - May 1993

## PM USA - 'Marlboro Friday'

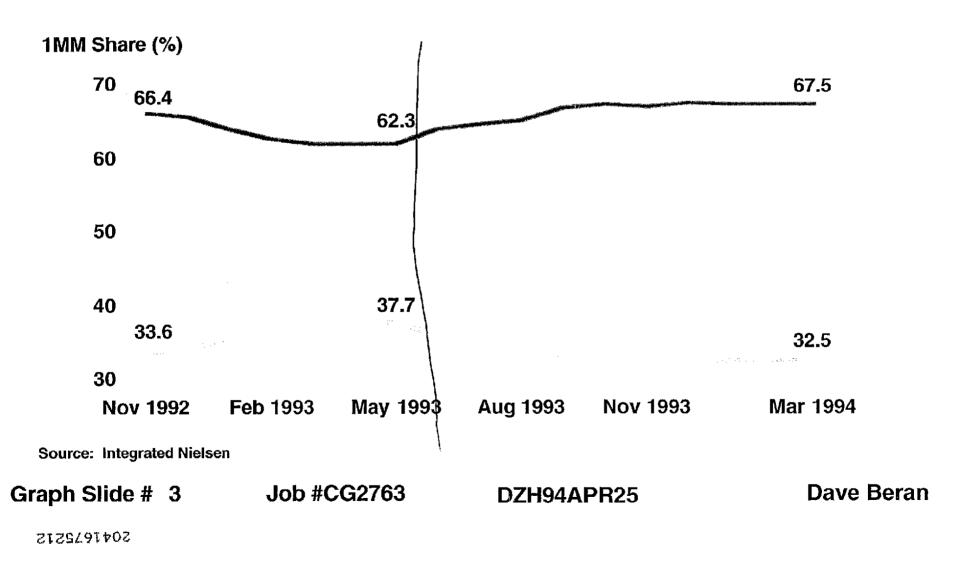


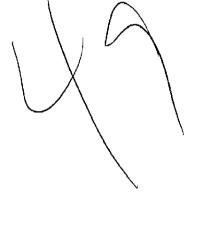
# **Premium/Discount Category Shares**



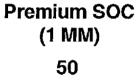


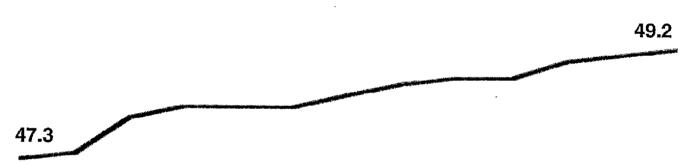
## **Premium/Discount Category Shares**





## **PM-USA's Share of Premium**





45 Jan 92

**Jul 92** 

Jan 93

Source: Nielsen

Reshoot # 20

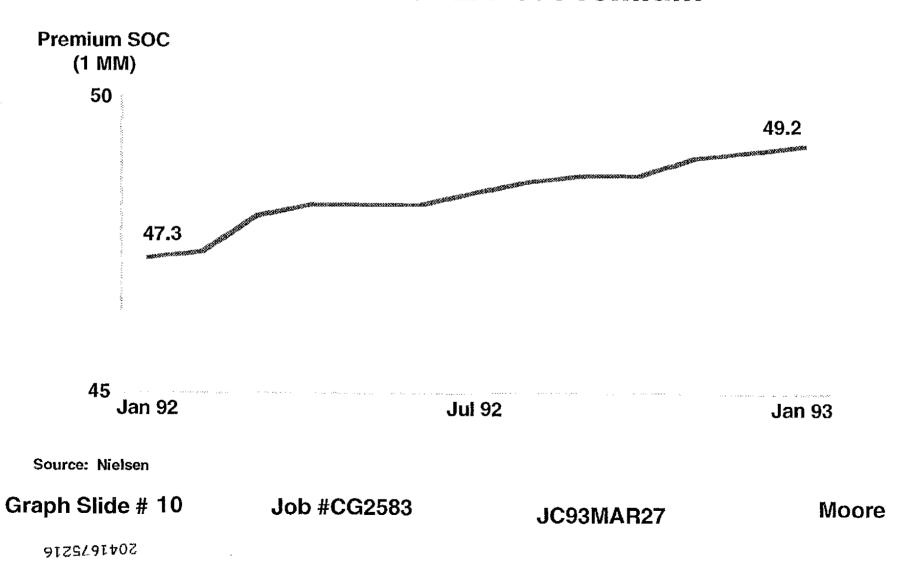
Job #CG2841

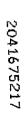
**JC93MAR27** 

N. Lund 50



## **PM-USA's Share of Premium**

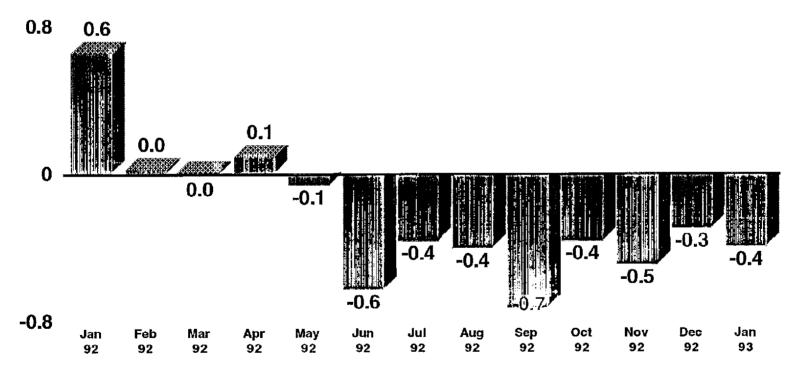






## **PM-USA Premium Share Change**

PM Premium Share Change 1MM vs. Previous 1MM



Source: Nielsen

Reshoot # 21

Job #CG2841

JC93APR20

N. Lund

51

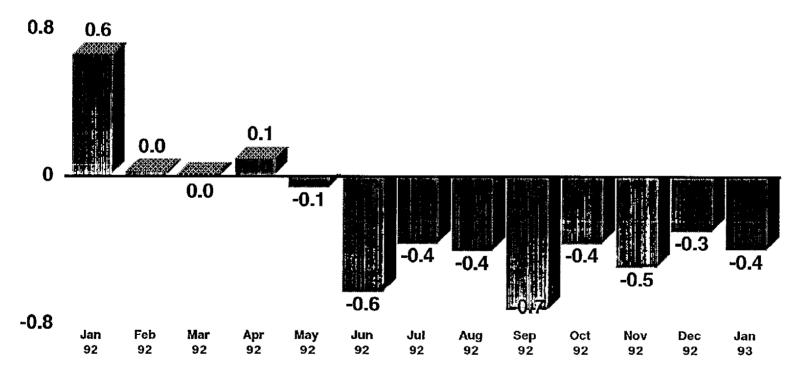




₹

## **PM-USA Premium Share Change**





Source: Nielsen

Graph Slide A # 3

Job #CG2598

JC93APR20

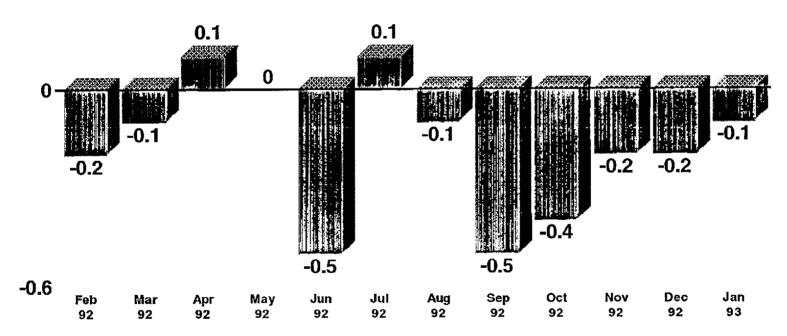
**Falvo** 



## **Marlboro Share Change**

Marlboro Share Change 1 MM vs. Previous 1 MM

0.3



Source: Nielsen

Reshoot # 22

Job #CG2841

JC93APR26JG

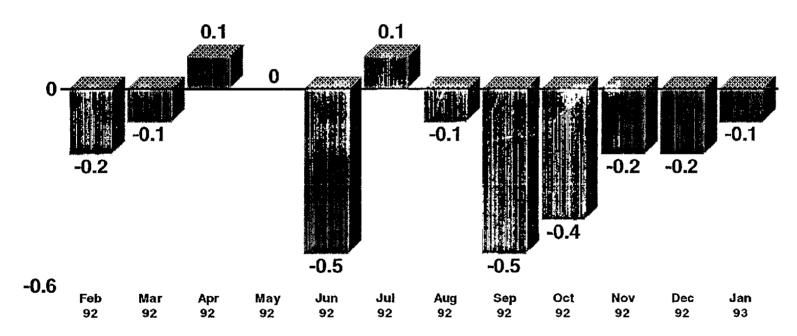
N. Lund 52



## **Marlboro Share Change**

Marlboro Share Change 1 MM vs. Previous 1 MM

0.3



Source: Nielsen

Graph Slide A # 9

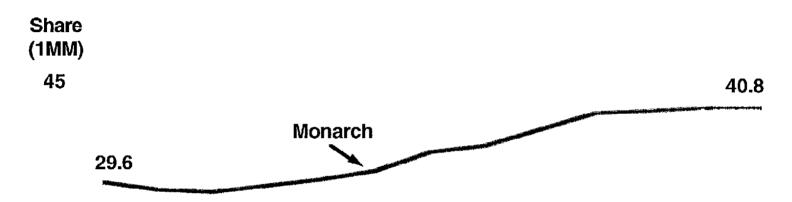
Job #CG2598

JC93APR26JG

**Falvo** 



### **RJR's Share of Discount**

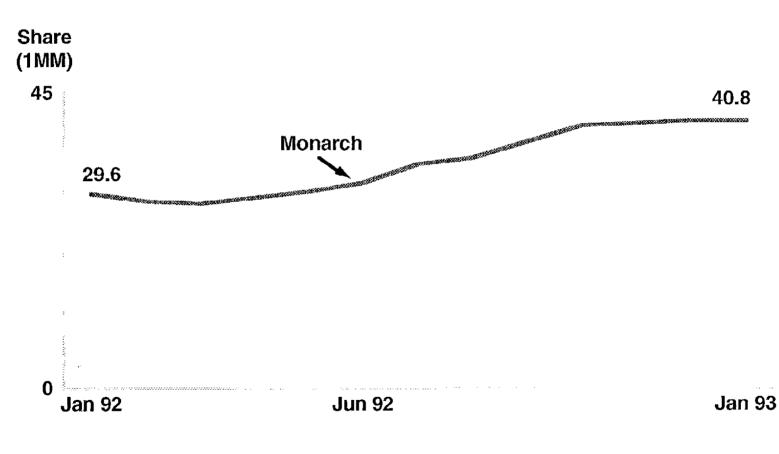


0 Jan 92 Jun 92 Jan 93

Source: Nielsen



### **RJR's Share of Discount**

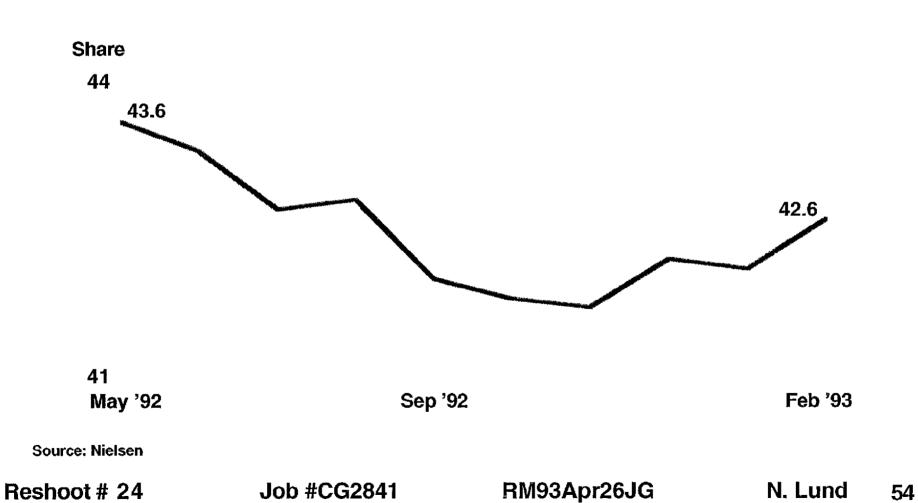


Source: Nielsen

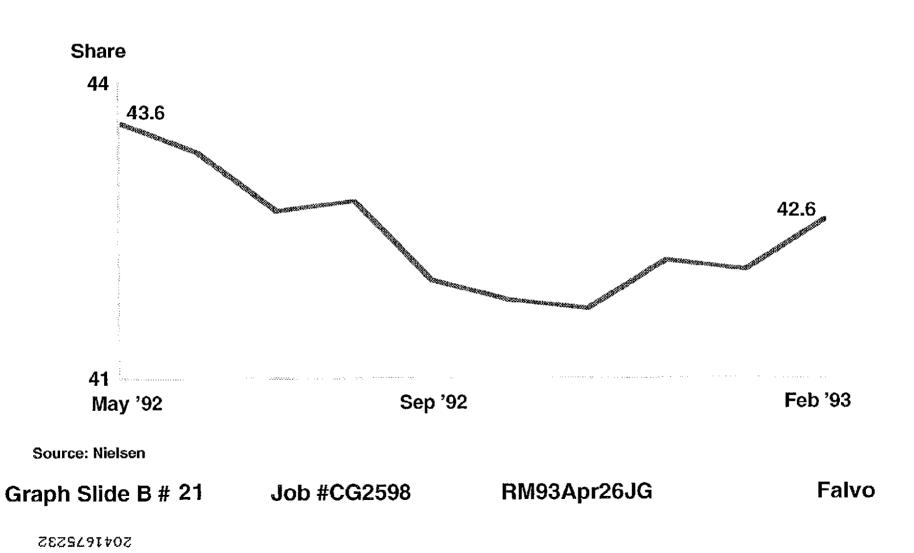
Graph Slide # 9 Job #CG2583 JC93MAR27 Moore



### **PM-USA Share**



### **PM-USA Share**





### **RJR Market Share**

Share (1 MM) 35



25 Jan 92

Jan 93

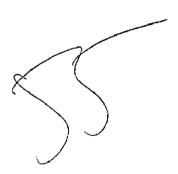
Source: Nielsen

Reshoot # 25

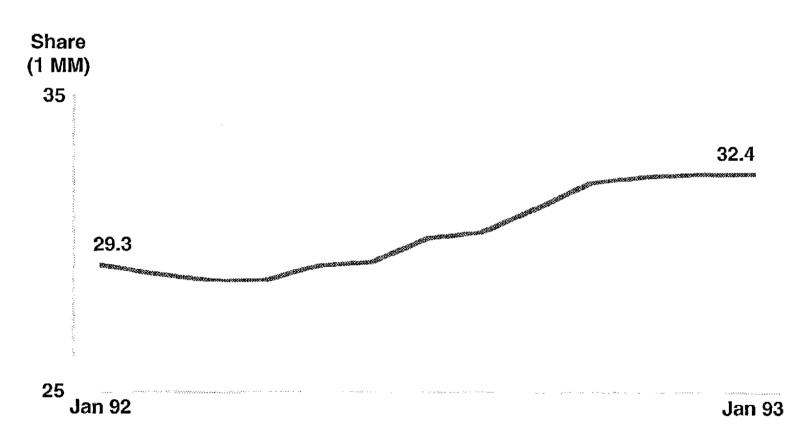
Job #CG2841

JC93MAR29RM

N. Lund 55



### **RJR Market Share**



Source: Nielsen

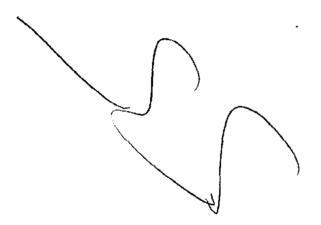
Graph Slide # 37

Job #CG2583

JC93MAR29RM

Moore





#### **Share of 18-24 Year Old Smokers**

Share of 18-24 Volume (2 MM) 25

**Discount** 

20.5

13.1

0 Jan 92

Jan 93

**Source: Consumer Tracking Volumetrics** 

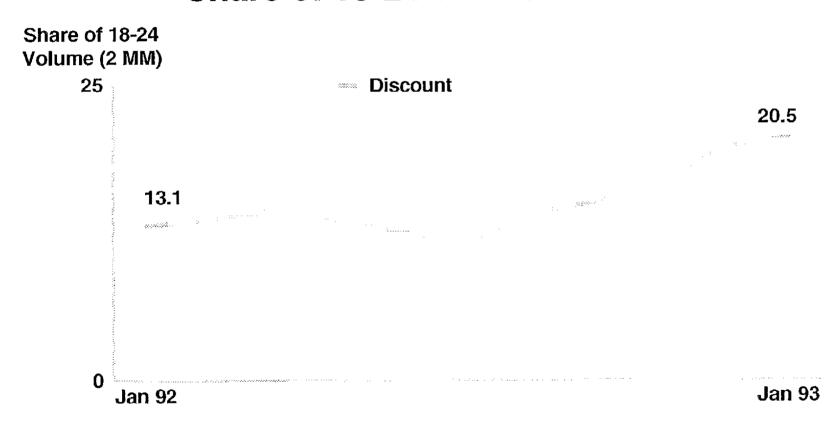
Reshoot # 26 Layered Build Job #CG2841

JC93MAR27RM

N. Lund 57



### **Share of 18-24 Year Old Smokers**



**Source: Consumer Tracking Volumetrics** 

Graph Slide # 8 Layered Build

Job #CG2583

JC93MAR27RM

Moore



#### **Share of 18-24 Year Old Smokers**

Share of 18-24 Volume (2 MM) 25

Discount - Camel

20.5



0 Jan 92

Jan 93

**Source: Consumer Tracking Volumetrics** 

Reshoot # 26 Lavered Build Job #CG2841

JC93MAR27RM

N. Lund 57

# **Early 1993 Market Conditions**

- Discount Growing One Share Point per Month
- Consumers Basing Brand Choices on Price
- Price Gap Over 90%

Reshoot # 27

Job #CG2841

JC94APR27JC

N. Lund 59



# **Early 1993 Market Conditions**

- Discount Growing One Share Point per Month
- Consumers Basing Brand Choices on Price
- Price Gap Over 90%

Word Slide # 2

Job #CG2763

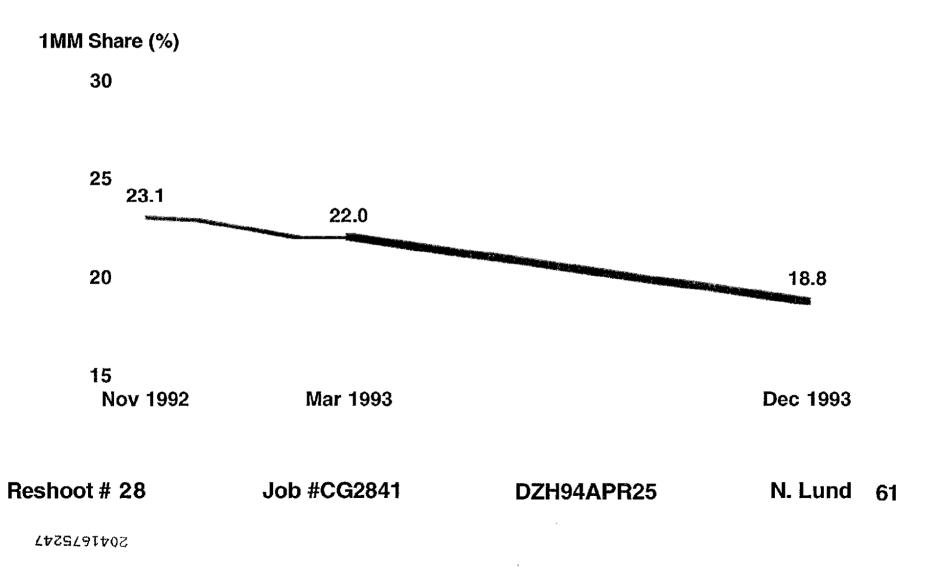
JC94APR27JC

Beran

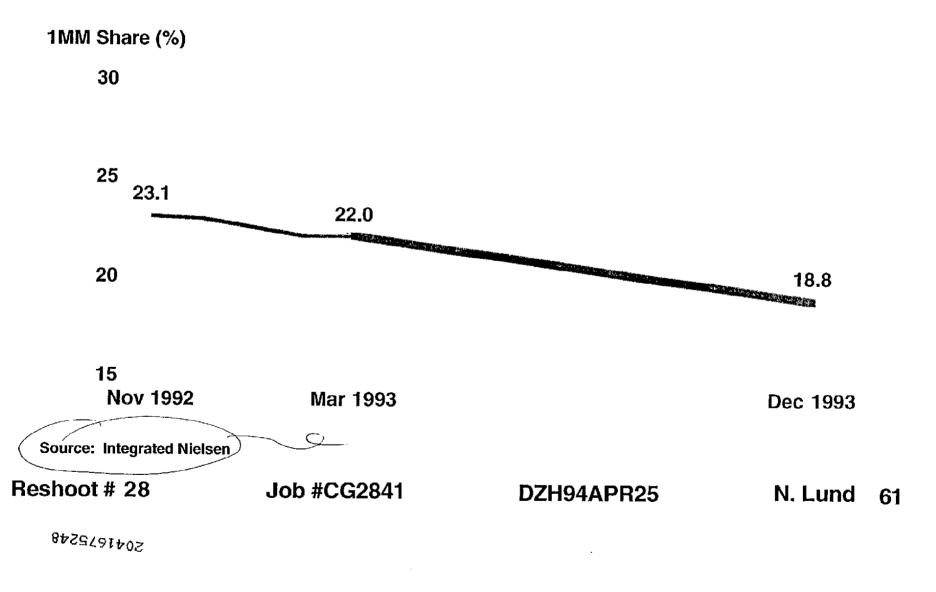


2041675246

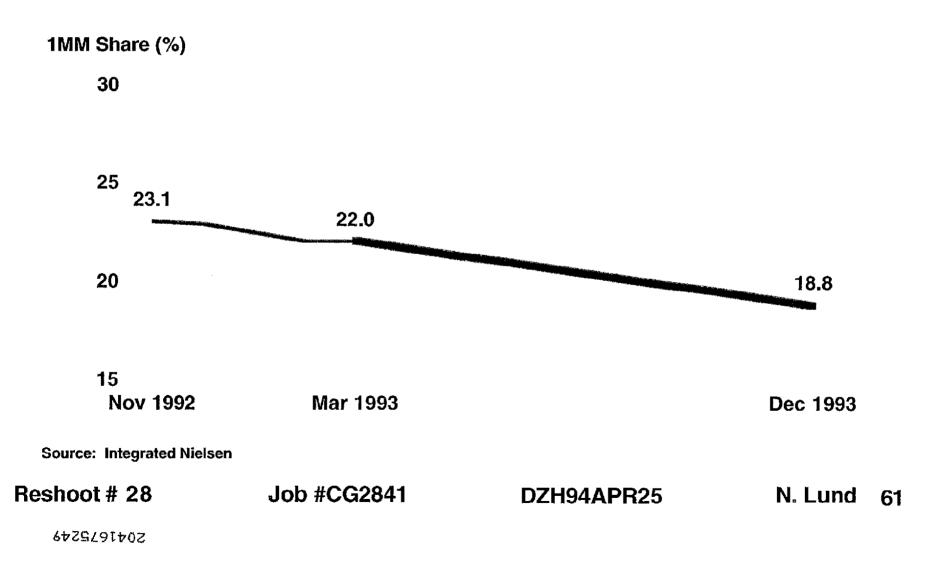
## Projected Marlboro Share w/o Action



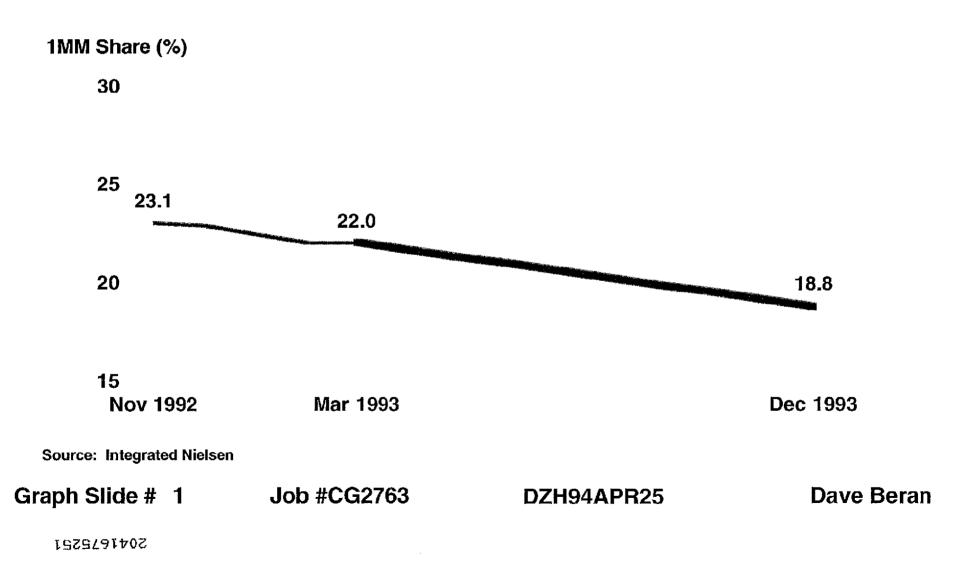
## Projected Marlboro Share w/o Action

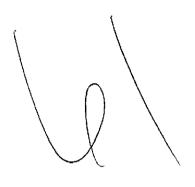


## **Projected Marlboro Share w/o Action**

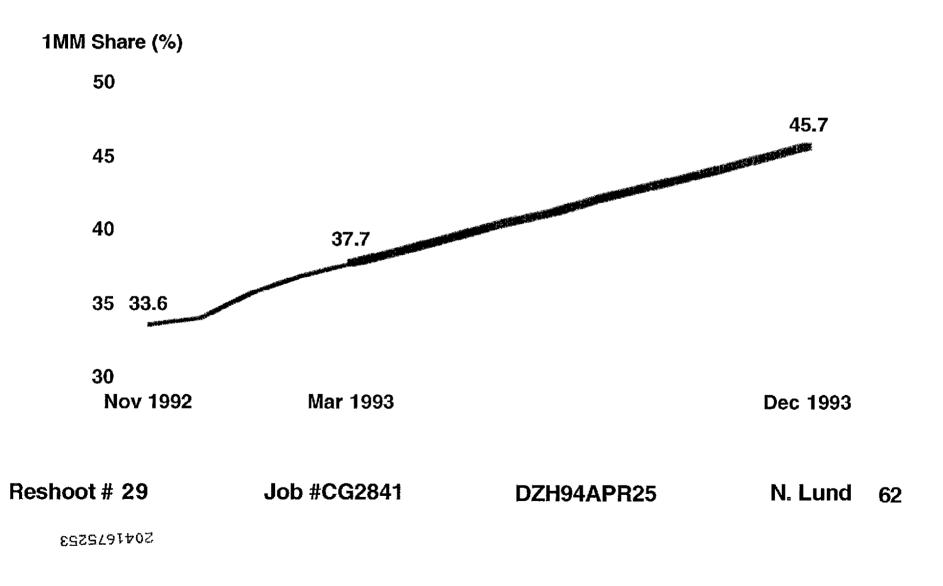


## **Projected Marlboro Share w/o Action**

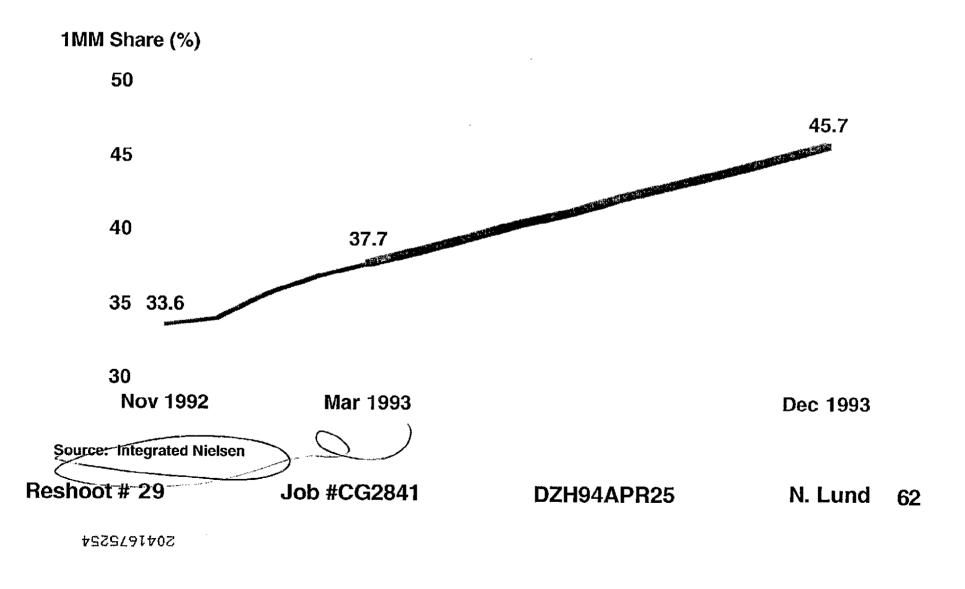




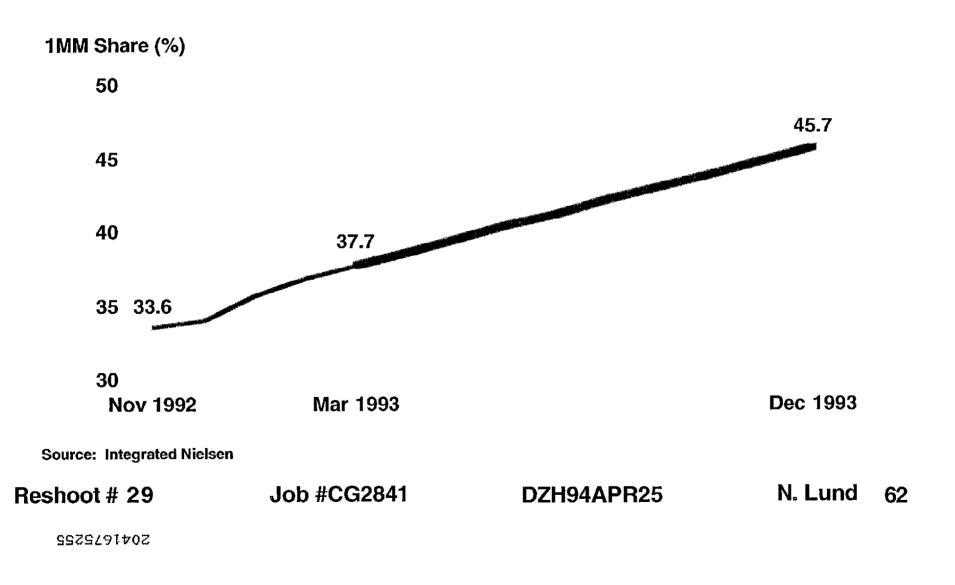
# Projected Discount Category Share w/o Action



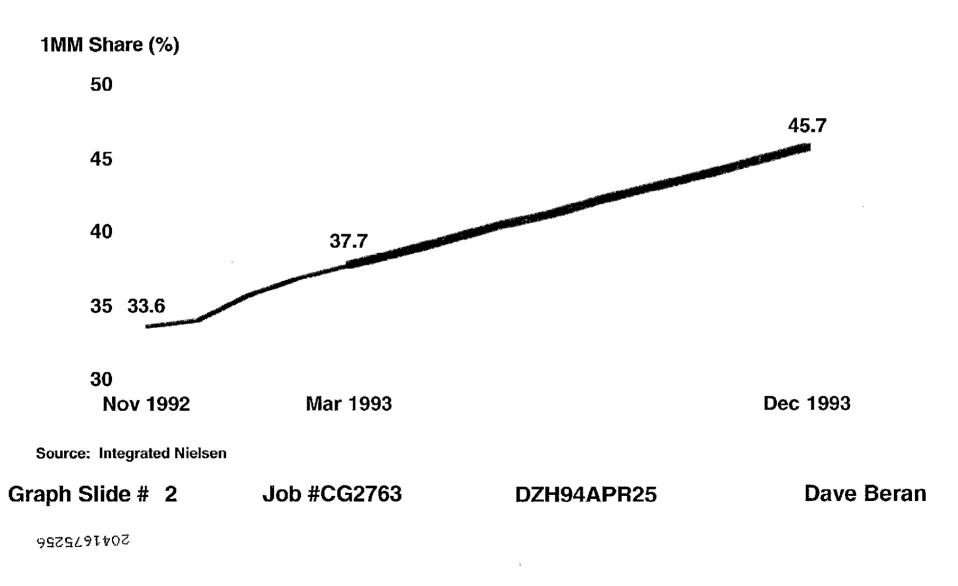
# Projected Discount Category Share w/o Action

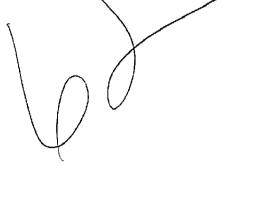


# Projected Discount Category Share w/o Action



# Projected Discount Category Share w/o Action





# **Business Implications**

Long-term Equity of Our Premium Brands Is at Risk

- Volume Strategies Accelerated Discount Growth
- Competitors Use Extra Income to Buy Share
- Discount Is Changing Consumer Behavior
- Weakening Brand Mix Precludes Historical IFO Growth

Reshoot # 30 Subdued build Job #CG2841

2041675258

JC93MAR30RM

N. Lund 64-68

# **Business Implications**

Long-term Equity of Our Premium Brands Is at Risk

- Volume Strategies Accelerated Discount Growth
- Competitors Use Extra Income to Buy Share
- Discount Is Changing Consumer Behavior

Reshoot # 30 Subdued build Job #CG2841

JC93MAR30RM

N. Lund 64-68

# **Business Implications**

Long-term Equity of Our Premium Brands Is at Risk

- Volume Strategies Accelerated Discount Growth
- Competitors Use Extra Income to Buy Share

Reshoot # 30 Subdued build Job #CG2841

JC93MAR30RM

N. Lund 64-68

#### **Business Implications**

Long-term Equity of Our Premium Brands Is at Risk

Volume Strategies Accelerated Discount Growth

Reshoot # 30 Subdued build Job #CG2841

JC93MAR30RM

N. Lund 64-68

### **Business Implications**

Long-term Equity of Our Premium Brands Is at Risk

Reshoot # 30 Subdued build Job #CG2841

JC93MAR30RM

N. Lund 64-68

- Marlboro
- Share of 18–24 Year Old Smokers

Reshoot # 31

Job #CG2841

RM93NOV21JG

N. Lund 69

■ Marlboro

■ Share of 18–24 Year Old Smokers

Eng.

Reshoot # 31 Subdued build

Job #CG2841

RM93Apr21

N. Lund 69

- Marlboro
- Share of 18–24 Year Old Smokers

Reshoot # 31 Subdued build Job #CG2841

RM93Apr21

N. Lund 69

Marlboro

Reshoot # 31 Subdued build Job #CG2841

RM93Apr21

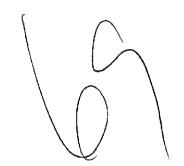
N. Lund 69

- Marlboro
- Share of 18–24 Year Old Smokers

Word Slide # 19 Subdued build Job #CG2598

RM93Apr21

**Falvo** 



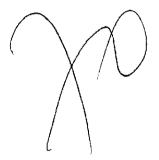
# Marlboro's Problem Is the Price Gap

Reshoot # 32

Job #CG2841

JG93APR22

N. Lund 70



# Marlboro's Problem Is the Price Gap

Word Slide # 51

Job #CG2598

JG93APR22

**Falvo** 



- Lower Premium Prices and Narrow Price Gap
- Compete With Trademarks
- Refocus Consumers on Brand Values
- Lessen Risk That Cigarettes are Viewed as Commodities

Reshoot # 33

Job #CG2841

JC94APR25

N. Lund 71

- Lower Premium Prices and Narrow Price Gap
- Compete With Trademarks
- Refocus Consumers on Brand Values
- Lessen Risk That Cigarettes Become Commodities

Reshoot # 33

Job #CG2841

JC94APR25

**N. Lund 71** 

セイスミイるよかのこ

- Lower Premium Prices and Narrow Price Gap
- Compete With Trademarks
- Refocus Consumers on Brand Values
- Lessen Risk That Cigarettes Become Commodities

Reshoot #33

Job #CG2841

JC94APR25

N. Lund 71



- Lower Premium Prices and Narrow Price Gap
- Compete With Trademarks
- Refocus Consumers on Brand Values
- Lessen Risk That Cigarettes Become Commodities

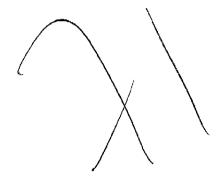
Word Slide # 3

Job #CG2763

JC94APR25

Beran

775275140S



#### Goals

- Recover Lost Premium Brand Share
- Maintain Marlboro Equity and Scale: Resume Share Growth
- Steady, Long Term Profit Growth

Reshoot # 34

Job #CG2841

JC94APR25

N. Lund 72

#### Goals

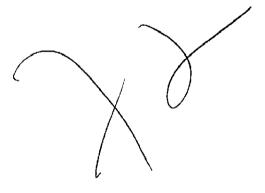
- Recover Lost Premium Brand Share
- Maintain Marlboro Equity and Scale: Resume Share Growth
- Steady, Long Term Profit Growth

Word Slide # 4

Job #CG2763

JC94APR25

Beran



## April 2, 1993 Announced New Pricing Strategy

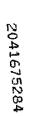
- Executed First With Promotions
- Later Restructured List Prices

Reshoot #35

Job #CG2841

JC94APR25RMM

N. Lund 73





## April 2, 1993 Announced New Pricing Strategy

- Executed First With Promotions
- Later Restructured List Prices

Word Slide # 5

Job #CG2763

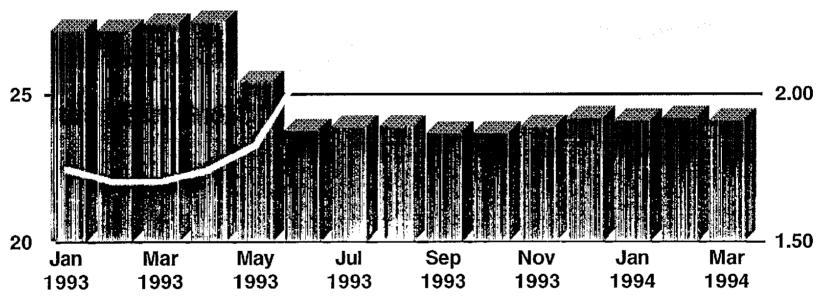
JC94APR25RMM

Beran



#### Marlboro Share vs. Pricing





Source: Integrated Nielsen, Pricing Panels

Reshoot # 36

Job #CG2841

DZH94APR25

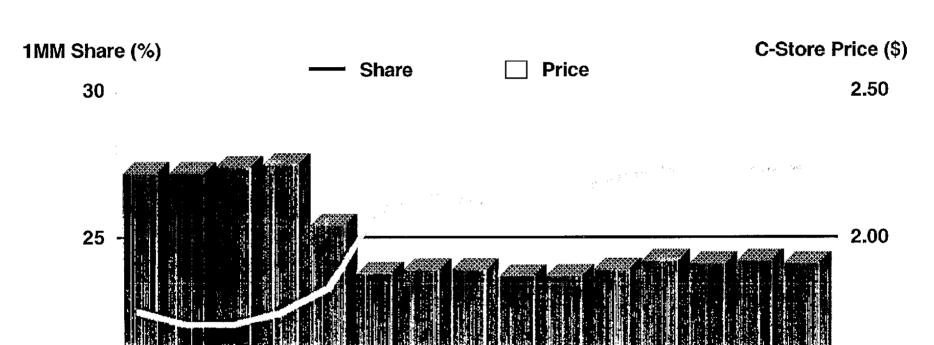
N. Lund 76

Z041675287



#### PM USA

#### Marlboro Share vs. Pricing



Jul

1993

Source: Integrated Nielsen, Pricing Panels

Mar

1993

Graph Slide # 9

20

Jan

1993

Job #CG2763

May

1993

DZH94APR25

Nov

1993

Jan

1994

Sep

1993

**Dave Beran** 

1.50

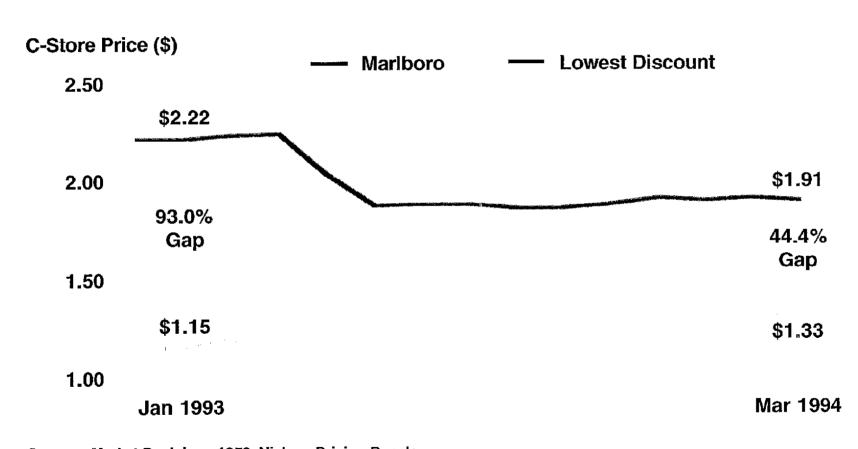
Mar

1994





#### **Price Gap**



Source: Market Decisions 1050, Nielsen Pricing Panels

Reshoot # 37

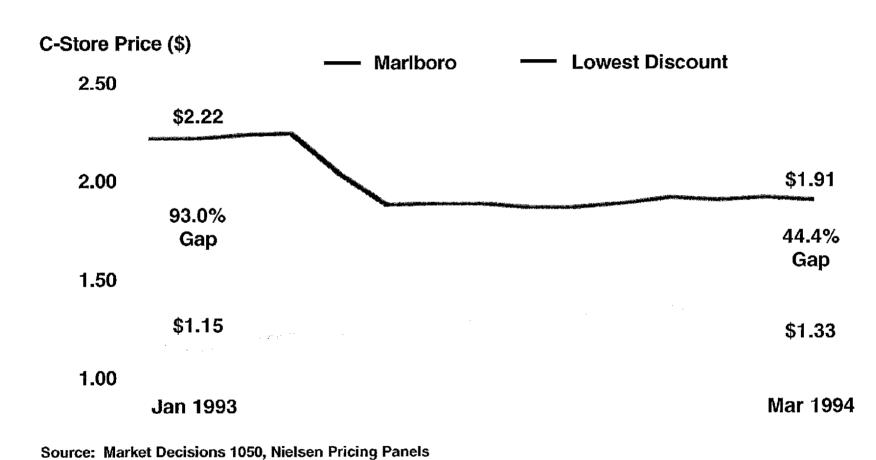
Job #CG2841

DZH94APR25RMM

N. Lund 77

#### PM USA

#### **Price Gap**



**3** 

Graph Slide # 8

Job #CG2763

DZH94APR25RMM

**Dave Beran** 



#### **Marlboro Share**

1MM Share (%)

30



20

Nov 1992

Mar 1993

Mar 1994

Source: Integrated Nielsen

Reshoot # 38

Job #CG2841

DZH94APR25

N. Lund 78

S041675295

)8

# **Marlboro Share**

1MM Share (%)

30



20

Nov 1992

Mar 1994

Source: Integrated Nielsen

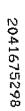
Graph Slide # 5

Job #CG2763

Mar 1993

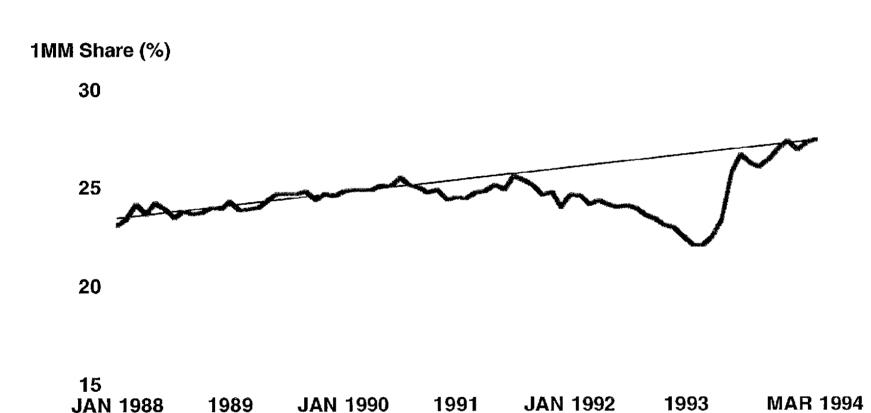
DZH94APR25

**Dave Beran** 





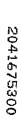
# **Return to Long Term Marlboro Trend**



Source: Integrated Nielsen

Reshoot # 39 Job #CG2841 DZH94APR25RMM

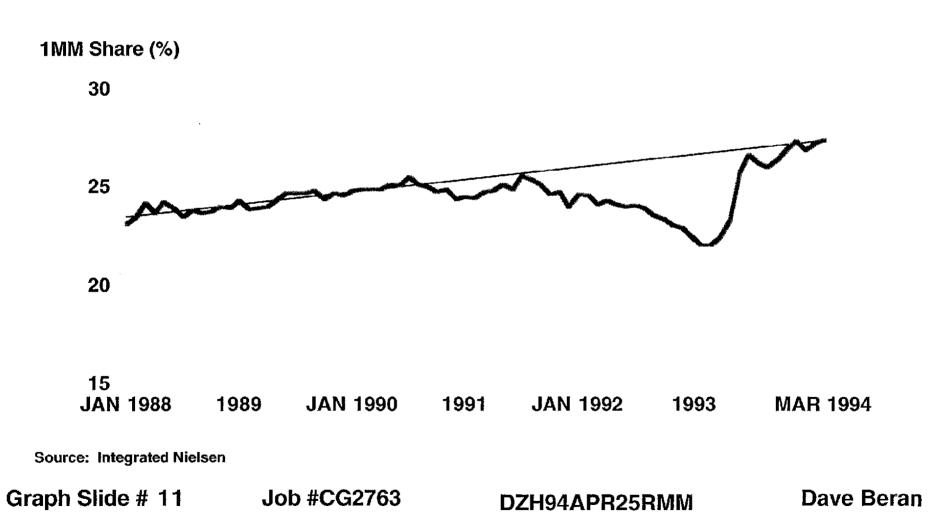
N. Lund 79



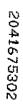


5041675301

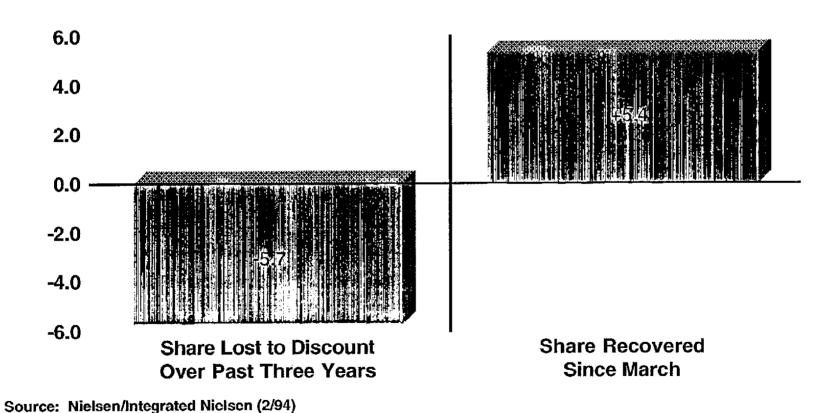
# **Return to Long Term Marlboro Trend**







# Marlboro Share Gain - 95% Recovered



Reshoot # 40

Job #CG2841

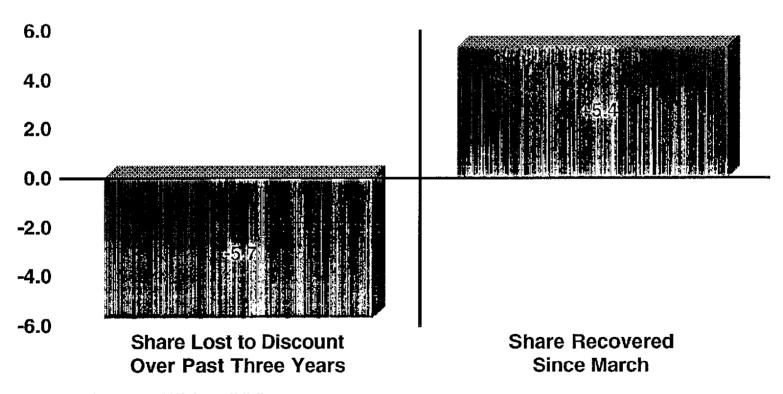
DZH94APR25

**N. Lund 80** 





# Marlboro Share Gain - 95% Recovered



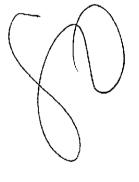
Source: Nielsen/Integrated Nielsen (2/94)

Graph Slide # 10

Job #CG2763

DZH94APR25

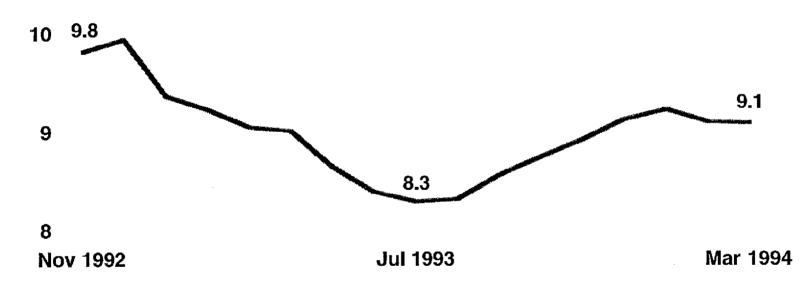
**Dave Beran** 



# **Other PM Premium Brands Share**



11



Source: Integrated Nielsen

Reshoot # 41

Job #CG2841

DZH94APR25

N. Lund

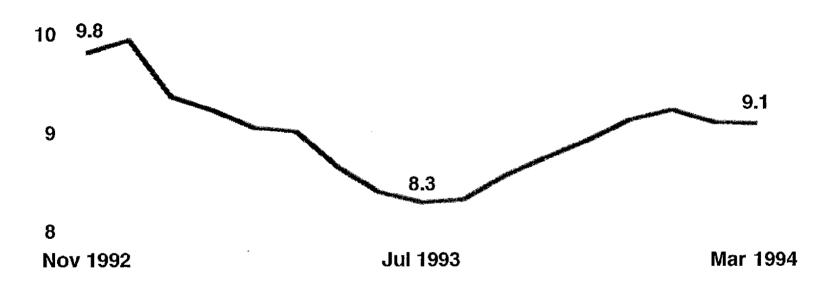
31



# **Other PM Premium Brands Share**



11



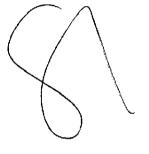
Source: Integrated Nielsen

Graph Slide # 6

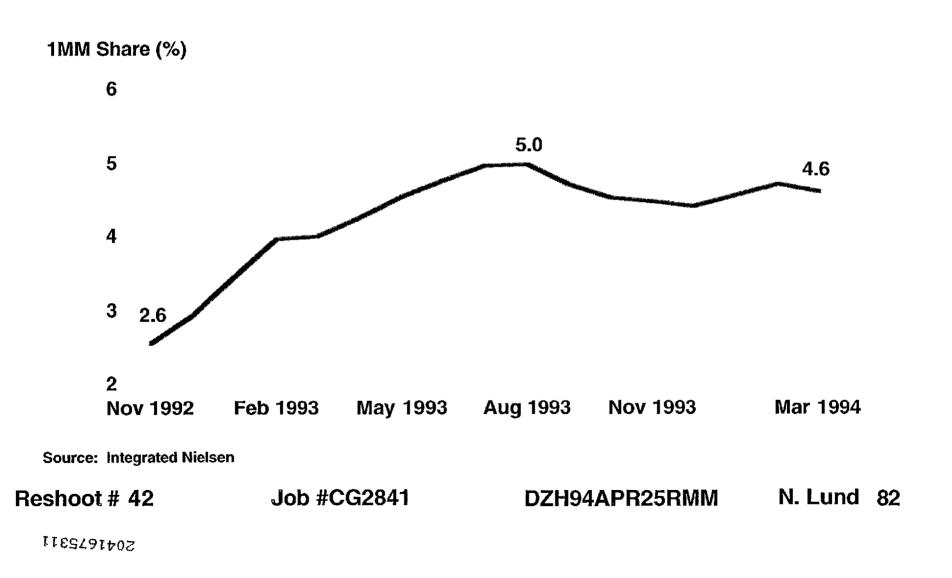
Job #CG2763

DZH94APR25

**Dave Beran** 

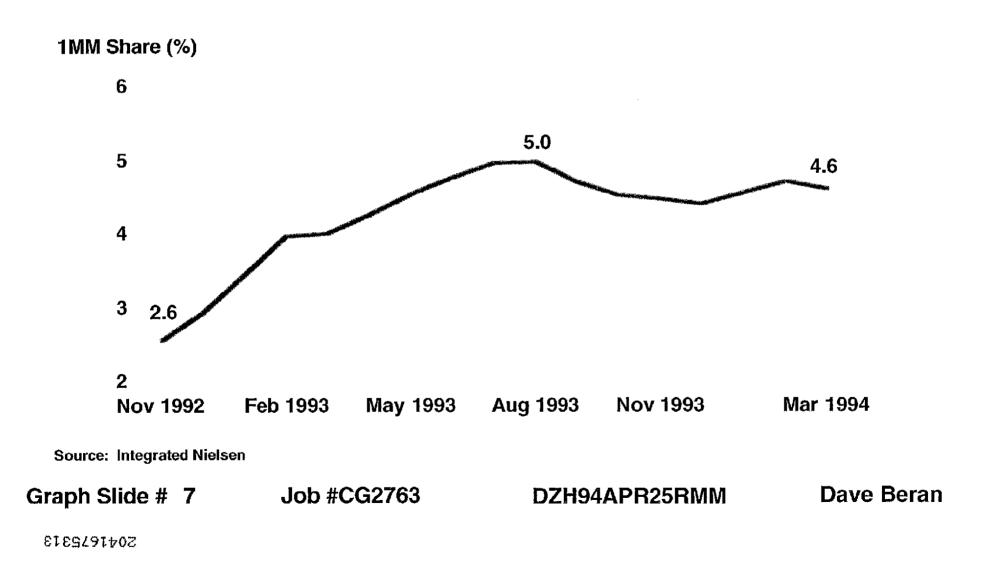


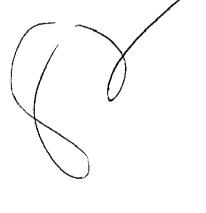
# **Basic Share**





# **Basic Share**





# **Philip Morris Share**

1MM Share (%)

50



40

Nov 1992

Mar 1993

Mar 1994

Source: Integrated Nielsen

Reshoot # 43

Job #CG2841

DZH94APR25

N. Lund 83



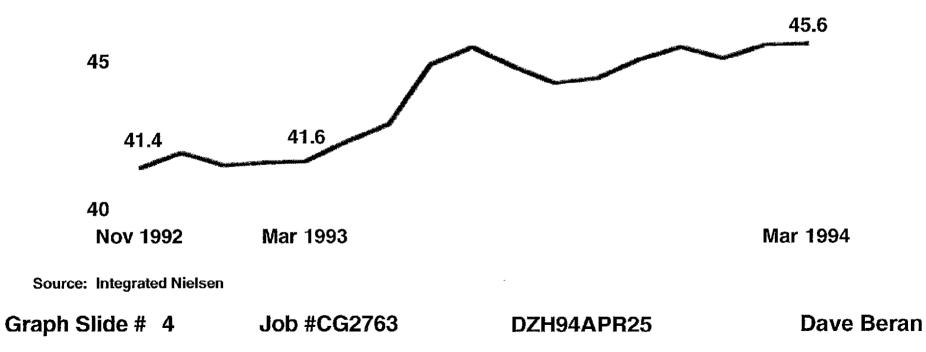


# **Philip Morris Share**

1MM Share (%)

**50** 

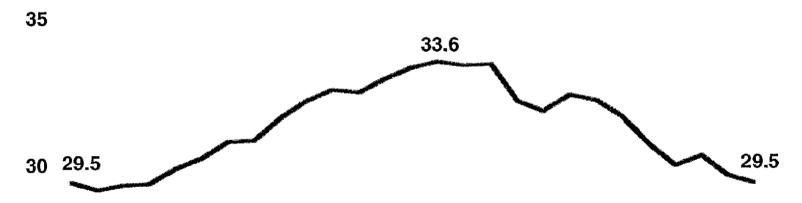
7162791402





# Competitive Performance RJR





25

Jan 1992

Mar 1993

Mar 1994

Source: Integrated Nielsen

Reshoot # 44

Job #CG2841

DZH94APR25

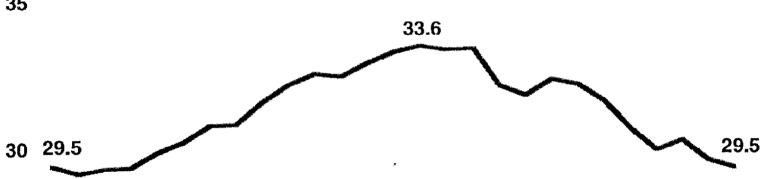
N. Lund 84

ş

# **Competitive Performance RJR**



35



25

Jan 1992

Mar 1993

Mar 1994

Source: Integrated Nielsen

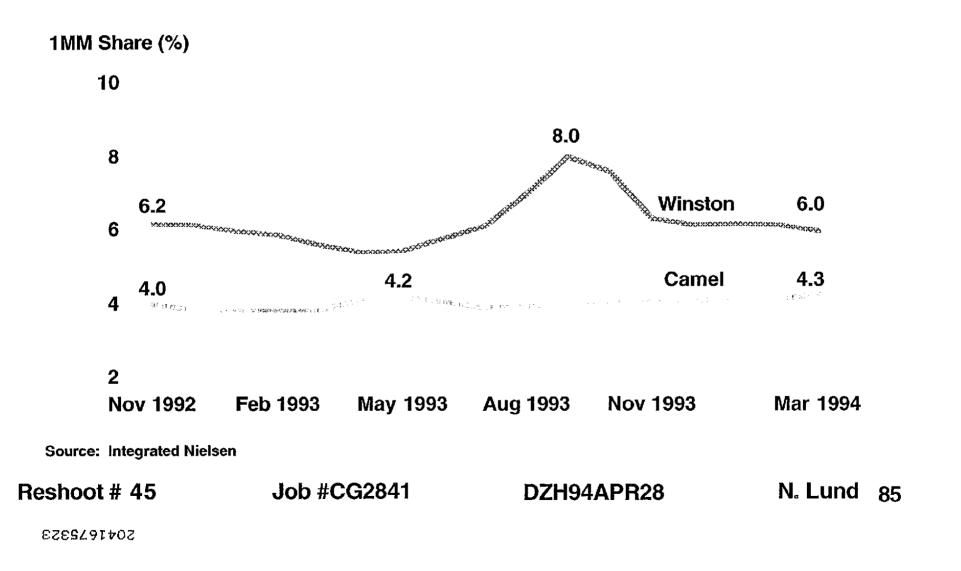
Graph Slide # 15

Job #CG2763

DZH94APR25

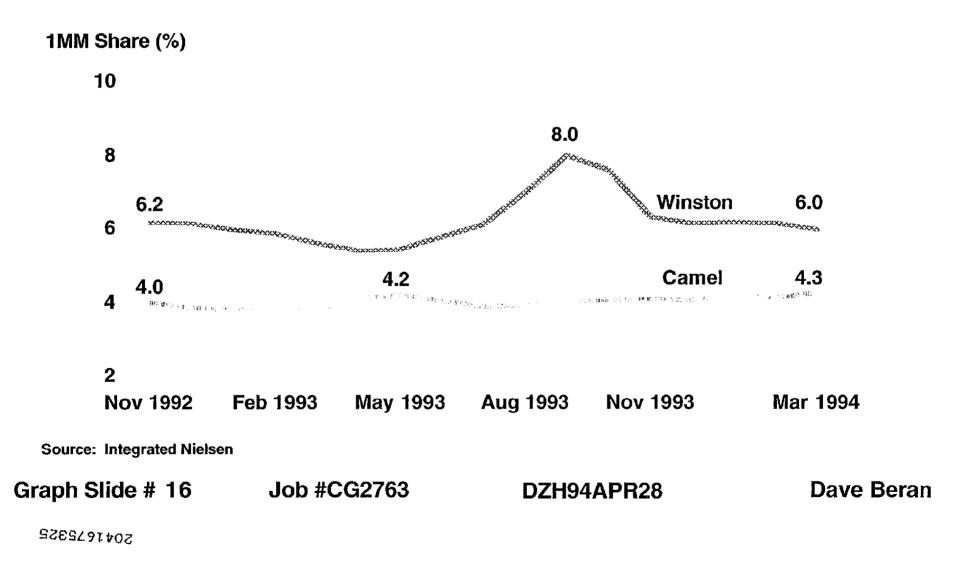
**Dave Beran** 

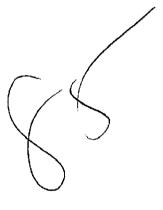
# Competitive Performance RJR



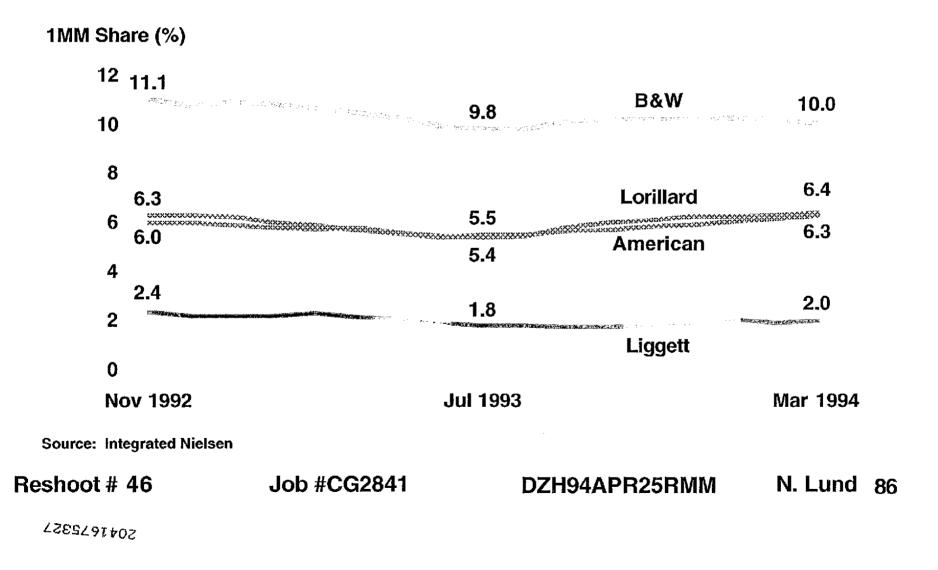


# Competitive Performance RJR



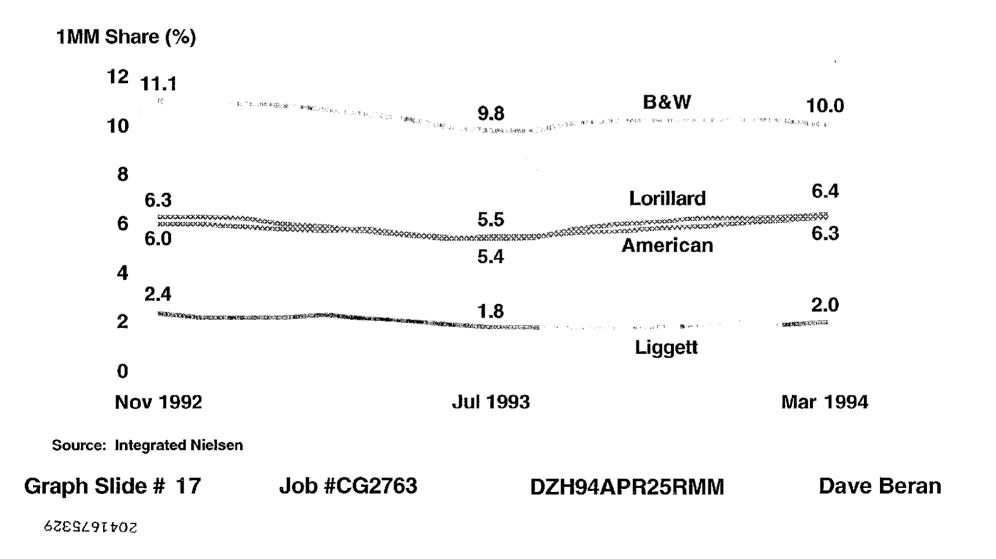


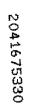
# **Competitive Performance – Other**





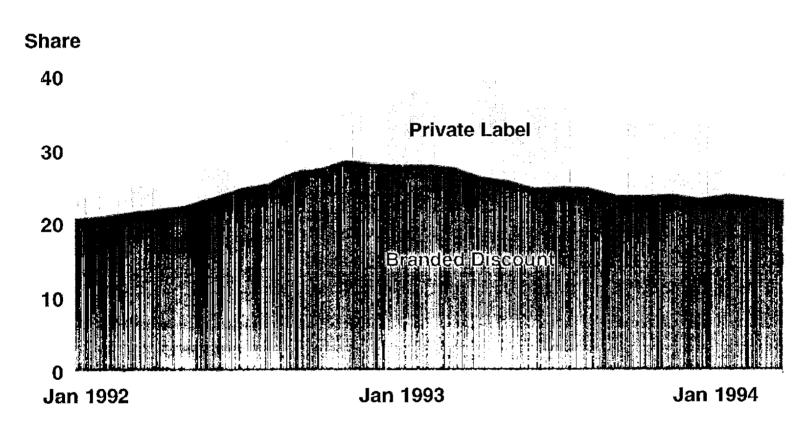
# **Competitive Performance – Other**





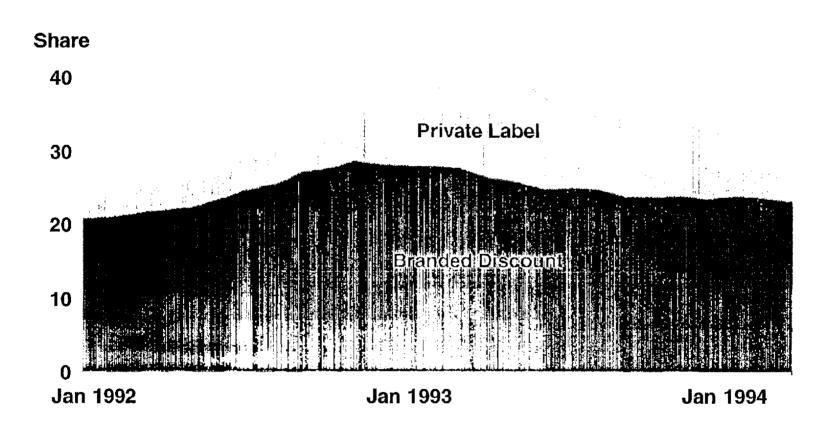


# **C-Store Discount Trend**



Source: Nielsen

# **C-Store Discount Trend**



Source: Nielsen

Graph Slide # 20

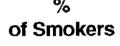
Job #CG2763

JC94APR28

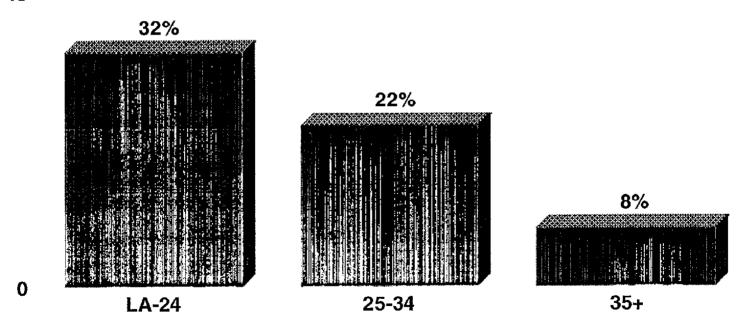
**Dave Beran** 



# Participation in MAT by Age



40



Reshoot #

49

Job #CG2841

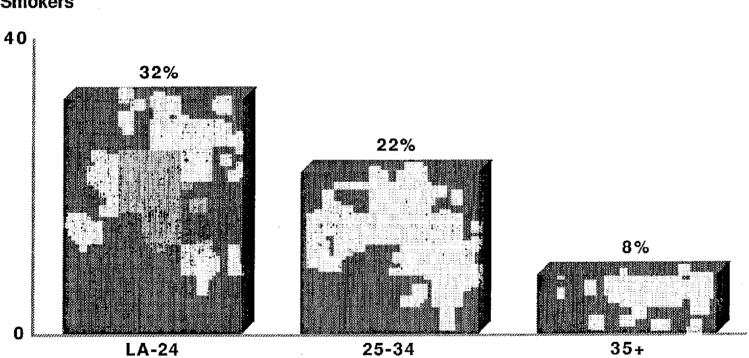
JC93APR26RM

N. Lund



# Participation in MAT by Age





966291402

Granh Slide A # 1.1 Iob #CG2598 IC93 APR2 GRM Falvo

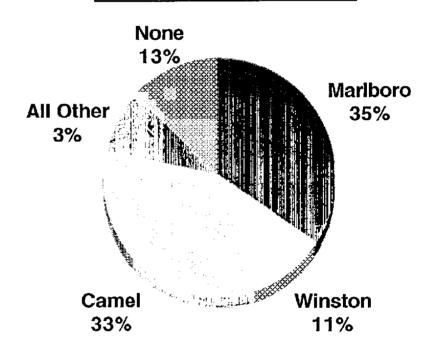
# **Most Prominent/Visible Brand**

Total US - All Outlets

# Retail Masters

# None 7% All Other 3% Camel 14% Winston 4%

# Non-Retail Masters



Source: POS Panel - Post MVI

Reshoot # 48
Minor change: banner

Job #CG2841

JC94Nov22RMM

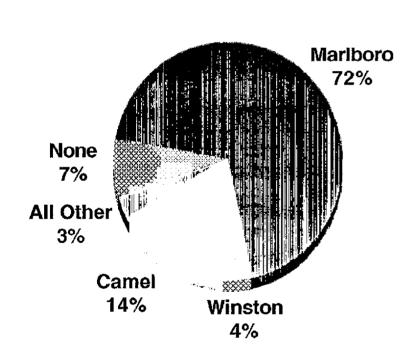
N. Lund

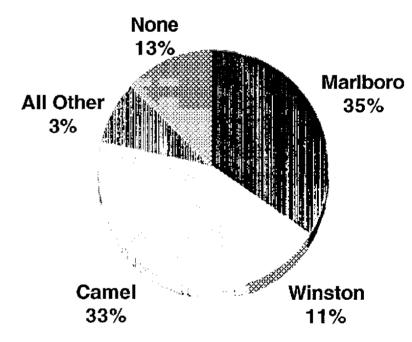
# **Most Prominent/Visible Brand**

Total US - All Outlets

# Retail Masters

# Non-Retail Masters





Source: POS Panel - Post MVI

Reshoot #

48

Job #CG2841

JC94APR28

N. Lund







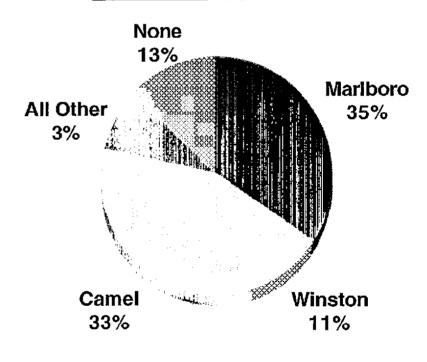
# **Most Prominent/Visible Brand**

Total US - All Outlets

# Retail Masters

# None 7% All Other 3% Camel 14% Winston 4%

### Non-Retail Masters



Source: POS Panel - Post MVI

Graph Slide # 19

Job #CG2763

JC94APR28

**Dave Beran**